

# Project Administration Manual

Project Number: 42334-018  
Loan and Grant Numbers: LXXXX; GXXXX  
June 2018

## Kingdom of Cambodia: Rural Roads Improvement Project III

## ABBREVIATIONS

ADB	–	Asian Development Bank
CEMP	–	contractor's environmental management plan
CPD	–	Client Portal for Disbursements
DCDM	–	Department of Cooperation and Debt Management
DDIS	–	detailed design and implementation supervision
DMF	–	design and monitoring framework
EMP	–	environmental management plan
GDR	–	General Department of Resettlement
GRM	–	grievance redress mechanism
HHTPP	–	HIV/AIDS and human trafficking awareness and prevention program
IEE	–	initial environmental examination
km	–	kilometer
LGAP	–	labor gender action plan
MCFA	–	Ministry of Culture and Fine Arts
MEF	–	Ministry of Economy and Finance
MRD	–	Ministry of Rural Development
OCB	–	open competitive bidding
PAM	–	project administration manual
PDRD	–	Provincial Department of Rural Development
PMU	–	project management unit
QCBS	–	quality- and cost-based selection
RRIP	–	Rural Roads Improvement Project
SEO	–	Social and Environment Office
SOE	–	statement of expenditure
TOR	–	terms of reference
UXO	–	unexploded ordnance

## CONTENTS

	Page
I. PROJECT DESCRIPTION	1
II. IMPLEMENTATION PLANS	2
A. Project Readiness Activities	2
B. Overall Project Implementation Plan	3
III. PROJECT MANAGEMENT ARRANGEMENTS	5
A. Project Implementation Organizations: Roles and Responsibilities	5
B. Key Persons Involved in Implementation	7
C. Project Organization Structure	7
IV. COSTS AND FINANCING	9
A. Cost Estimates Preparation and Revisions	9
B. Key Assumptions	9
C. Detailed Cost Estimates by Expenditure Category	10
D. Allocation and Withdrawal of Loan Proceeds	11
E. Detailed Cost Estimates by Financier	12
F. Detailed Cost Estimates by Outputs	13
G. Detailed Cost Estimates by Year	14
H. Contract and Disbursement S-Curve	15
I. Fund Flow Diagram	17
V. FINANCIAL MANAGEMENT	17
A. Financial Management Assessment	17
B. Disbursement	18
C. Accounting	19
D. Auditing and Public Disclosure	19
VI. PROCUREMENT AND CONSULTING SERVICES	20
A. Advance Contracting	20
B. Procurement of Goods, Works, and Consulting Services	21
C. Procurement Plan	21
D. Consultant's Terms of Reference	27
VII. SAFEGUARDS	47
VIII. GENDER AND SOCIAL DIMENSIONS	49
IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION	53
A. Project Design and Monitoring Framework	53
B. Monitoring	55
C. Evaluation	56
D. Reporting	56
E. Stakeholder Communication Strategy	57
X. ANTICORRUPTION POLICY	58
XI. ACCOUNTABILITY MECHANISM	58
XII. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL	58

## **ANNEXES**

1	Labor and Gender Action Plan (LGAP) Monitoring Table	59
2	Summary of Gender Equality Results and Achievements	61
3	Good Governance Framework (GGF)	63
4	List of Project Roads	76
5	Financial Management, Internal Control and Risk Assessment (FMICRA)	77

### **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 Rural Development (MRD) is wholly responsible for the implementation of ADB-financed projects, as agreed jointly between the borrower and ADB, and in accordance with the policies and procedures of the government and ADB. ADB staff is responsible for supporting implementation including compliance by MRD of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At loan negotiations, the borrower and ADB shall agree to the PAM and ensure consistency with the loan/grant agreement. Such agreement shall be reflected in the minutes of the loan/grant negotiations. In the event of any discrepancy or contradiction between the PAM and the loan/grant agreement, the provisions of the loan/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 Government of the Kingdom of Cambodia has requested Asian Development Bank (ADB) assistance for the Rural Roads Improvement Project (RRIP) III.<sup>1</sup> The project will rehabilitate about 360 kilometers (km) of rural roads in five provinces (Kampong Cham, Kratie, Prey Veng, Svay Rieng, and Tboung Khmum) to paved condition. The rehabilitated roads will provide poor rural provinces with a disaster and climate-resilient, safer, and cost-effective rural road network with all-year access to markets and other social services. The proposed RRIP III will continue to support sustainability of this rural road network through: (i) a rural road maintenance regime in the Ministry of Rural Development (MRD); and (ii) a community-based road safety program. These initiatives have already been established by MRD through earlier ADB-financed projects, RRIP<sup>2</sup> and RRIP II<sup>3</sup>. The project will also support an HIV/AIDS and human trafficking awareness and prevention program (HHTPP). The feasibility study of the proposed project was completed through the ongoing loan for RRIP II.

2. The project is aligned with the following impact: the needs of the population served, economic development promoted. The outcome of the project is all-weather access in rural areas of the five project provinces improved.

3. The outputs of the proposed project are (i) rural roads improved (about 360 km of rural roads rehabilitated into paved condition by double bituminous surface treatment and concrete); (ii) road asset management improved; and (iii) awareness of road safety and potential social problems strengthened.

4. **Output 1: rural roads improved.** About 360 km rural roads will be rehabilitated into disaster-resilient paved condition. Based on project outcome, MRD has selected the project provinces and their roads through a criterion developed during the design of RRIP II, through the systematic capacity development MRD acquired during RRIP implementation. First, MRD has selected the project provinces with the highest poverty incidence. Thereafter, MRD placed priority on access, that the project roads will be connected to already paved road network, national, provincial, or rural. This was followed by criteria on realizing the maximum economic potential, and synergies with ADB-financed rural development projects of other sectors. Therefore, subsectors like water management, irrigation, and agriculture value chain development are expected to be further enhanced by the proposed RRIP III. This output also includes the detailed design and implementation supervision (DDIS) consulting services.

5. In the proposed project, contractors prioritize and hire more women to further strengthen the positive employment and gender benefits of the project in the rural communities. Social and Environment Office (SEO) will be in charge of implementing, monitoring, and reporting on labor and gender action plan (LGAP).<sup>4</sup>

6. **Output 2: rural road asset management improved.** A strong capacity-building program has been provided through RRIP and being provided by RRIP II to improve sustainable rural road asset management for improving the overall institutional arrangements and practices for rural road

---

<sup>1</sup> ADB. 2017. *Country Operations Business Plan: Cambodia, 2018–2020*. Manila.

<sup>2</sup> ADB. 2010. *Report and Recommendation of the President to the Board of Directors: Proposed Loan to the Kingdom of Cambodia for the Rural Roads Improvement Project*. Manila (Loan 2670-CAM).

<sup>3</sup> ADB. 2014. *Report and Recommendation of the President to the Board of Directors: Proposed Loan and Administration of Grant to the Kingdom of Cambodia for Rural Roads Improvement Project II*. Manila (Loan 3151-CAM).

<sup>4</sup> Labor and Gender Action Plan (accessible from the list of linked documents in Appendix 2 of the RRP).

maintenance. RRIP concluded an overloading prevention program for rural roads to efficiently manage road assets. It also focused on improving the overall construction industry for rural road maintenance, including capacity development of the Provincial Departments of Rural Development (PDRDs), which implement road maintenance works. With this, PDRDs are conducting routine maintenance, with budgetary support adequately allocated for maintaining already paved rural roads. This program will continue further under the proposed project. In addition, overload control gates, to curtail overloaded and oversized trucks, will be installed under this output for effective axle load control.<sup>5</sup>

**7. Output 3: awareness of road safety and potential social problems strengthened.**

There are three sub-outputs planned under this output replicated from RRIP and RRIP II. First, a community-based road safety program, through 3 key activities of data collection and analysis, safe school zone, and social enforcement, are proposed here. There will be 46 safe school zones provided with traffic calming that have road signs, retractable speed humps, road markings, and hands-on education for stakeholders to implement it. Second, an HHTPP, financed under respective civil works contracts, and third, a sex-disaggregated baseline socioeconomic survey of beneficiaries conducted under DDIS. With acquired capacity through RRIP and RRIP II, Social and Environment Office (SEO) plans to use own staff resources with some support from recruited facilitators to implement road safety but will monitor the other two sub outputs. Further, MRD plans to increase the number of the SEO staff from the current 7 to 11.

## II. IMPLEMENTATION PLANS

### A. Project Readiness Activities

**Table 1: Project Readiness Activities**

Indicative Activities	2018												2019	Who responsible	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1		
Advance contracting actions				X											ADB and MRD/MEF
Finalize project implementation arrangements				X											MRD
Loan Negotiations					X										ADB, MEF, MRD
ADB Board approval							X								ADB
Loan signing									X						ADB and RGC
Government legal opinion provided													X		RGC
Government budget inclusion													X		MEF/MRD
Loan effectiveness														X	ADB and RGC

ADB = Asian Development Bank; MEF = Ministry of Economy and Finance; MRD = Ministry of Rural Development; RGC = Royal Government of Cambodia.

<sup>5</sup> Output: Rural Road Asset Management (accessible from the list of linked documents in Appendix 2 of the RRP).



**B. Overall Project Implementation Plan**

8. The Project is expected to be implemented over a period of 7 years, starting 1 January 2019 up to 2025. The Project's physical completion is estimated to be on 31 December 2025, and loan closing date will be on 30 June 2026. Overall project implementation plan is shown below. The overall project implementation plan will be updated annually by MRD and ADB based on actual physical progress.

**Table 2: Implementation Schedule**

Activity	2018				2019				2020				2021				2022				2023				2024				2025			
	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	Q1	Q2	Q3	Q4
<b>ADB Loan Processing</b>																																
<b>Advance Action:</b>																																
Recruitment of consultant																																
CW-B2 Improvement of 2 roads, 23.6 km in Tboung Khmum																																
Project Management																																
<b>Output 1</b>																																
CW-A Improvement of 6 roads in Kampong Cham, 100.6 km																																
CW-B1 Improvement of 3 roads in Tboung Khmum, 37.5 km																																
CW-C Improvement of 5 roads in Prey Veng, 72.2 km																																
CW-D Improvement of 5 roads in Svay Rieng, 64.6 km																																
CW-E Improvement of 1 road in Kratie, 61.3 km																																
MRD and PDRD Capacity Building																																
<b>Output 2</b>																																
Rural Road Asset Management																																
<b>Output 3</b>																																
Awareness of road safety and potential social problems																																

ADB = Asian Development Bank; CW = civil work; km = kilometer; MRD = Ministry of Rural Development; PDRD = Provincial Department of Rural Development.  
Sources: ADB, MRD, and consultants.

### III. PROJECT MANAGEMENT ARRANGEMENTS

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

**Table 3: Roles and Responsibilities**

Project Implementation Organizations	Management Roles and Responsibilities
Ministry of Economy and Finance (MEF)	<ul style="list-style-type: none"> <li>➤ borrower for the project;</li> <li>➤ sign the loan agreements for the project;</li> <li>➤ monitor the loan and project implementation;</li> <li>➤ provide respective coordination and facilitation;</li> <li>➤ allocate and release counterpart funds and oversight body for procurement, disbursements and resettlement matters;</li> <li>➤ endorse to ADB the authorized staff with approved signatures for withdrawal applications processing; and</li> <li>➤ process and submit to ADB any request; when required, for reallocating the loan proceeds.</li> </ul>
Ministry of Rural Development (MRD), executing agency	<ul style="list-style-type: none"> <li>➤ reinforce existing PMU with the required staffing;</li> <li>➤ provide agreed counterpart funds for project activities in a timely manner;</li> <li>➤ comply with all loan covenants (social and environmental safeguards, gender, economic, and others); and</li> <li>➤ ensure project's sustainability during post implementation stage and report to ADB on assessed development impacts.</li> </ul>
MRD/Project Management Unit, implementing agency	<ul style="list-style-type: none"> <li>➤ conduct overall project implementation, management, and coordination;</li> <li>➤ initiate and coordinate effective communication between all stakeholders of the Project;</li> <li>➤ recruit consultants;</li> <li>➤ procurement of goods and civil works;</li> <li>➤ finalize surveys, detailed design, bidding documents, and contract awards;</li> <li>➤ monitor and evaluate project activities and outputs, including periodic review, preparation of review reports reflecting issues and time-bound actions taken (or to be taken);</li> <li>➤ involve beneficiaries and civil society representatives, and ensure meaningful participation of women, in all stages of project design and implementation;</li> <li>➤ disclose project outputs in public;</li> <li>➤ assure quality of works, and services of consultants and counterpart staff;</li> <li>➤ establish strong financial management system and submit timely withdrawal applications to ADB, conduct timely financial audits as per agreed timeframe and take recommended actions; and</li> <li>➤ establish project grievance redress mechanism in accordance with loan covenants and ensure regular monitoring and reporting in quarterly progress reports and</li> </ul>

<b>Project Implementation Organizations</b>	<b>Management Roles and Responsibilities</b>
Provincial Department of Rural Development (PDRD), implementing agency	<p>semi-annual monitoring reports.</p> <ul style="list-style-type: none"> <li>➤ execute and/or monitor civil works in the respective provinces;</li> <li>➤ provide effective coordination between all the stakeholders of the project at the provincial level including: PMU, consultants, local authorities and project beneficiaries;</li> <li>➤ coordinate with the SEO and local authority and villagers to carry out their task especially on social and gender, as well as resettlement issues;</li> <li>➤ assist project technical officers to monitor and evaluate the progress and performance of consultants and contractors; and</li> <li>➤ receive instructions from and reports to the project manager.</li> </ul>
Social and Environment Office (SEO)	<ul style="list-style-type: none"> <li>➤ in charge of implementation and monitoring social and environment safeguards, road safety and gender elements;</li> <li>➤ implement programs to increase awareness and application of road safety to project beneficiaries;</li> <li>➤ implement HHTPP and labor gender action plan and provide monitoring reports; and</li> <li>➤ monitor environmental activities of the project; and</li> <li>➤ coordinate project safeguards grievance redress mechanism, undertake regular consultation with key stakeholders and affected persons, and ensure reporting on project grievance redress mechanism in quarterly progress reports and semi-annual monitoring reports.</li> </ul>
Consultant Selection Committee (CSC)	<ul style="list-style-type: none"> <li>➤ evaluate technical and financial proposals for consulting services recruitment; and</li> <li>➤ conduct CSC meetings.</li> </ul>
Procurement Selection Committee (PSC)	<ul style="list-style-type: none"> <li>➤ oversee procurement activities of the project; and</li> <li>➤ evaluate bids and conduct procurement committee meetings.</li> </ul>
Asian Development Bank (ADB)	<ul style="list-style-type: none"> <li>➤ assist MRD and its PMU in providing timely guidance at each stage of the project for smooth implementation in accordance with the agreed implementation arrangements;</li> <li>➤ review all the documents that require ADB approval;</li> <li>➤ conduct periodic loan review missions, a midterm review, and a project completion mission;</li> <li>➤ ensure compliance of all loan covenants;</li> <li>➤ review and monitoring of project implementation activities and compliance with loan covenants (sector reforms, social and environmental safeguards, economic, and others);</li> <li>➤ timely process withdrawal applications and release eligible funds;</li> <li>➤ ensure the compliance of financial audits</li> </ul>

Project Implementation Organizations	Management Roles and Responsibilities
	recommendations; ➤ regularly update the project performance review reports with the assistance of MRD; and ➤ regularly post on ADB web the updated project information documents for public disclosure, and the safeguards documents as per disclosure provision of the ADB Public Communication Policy (2011).

ADB = Asian Development Bank; CSC = consultant selection committee; HHTPP = HIV/AIDS and human trafficking awareness and prevention program; PMU = project management unit; MRD = Ministry of Rural Development, PSC = procurement selection committee; SEO = social environmental office.

Sources: ADB and MRD.

## B. Key Persons Involved in Implementation

### Executing Agency

Ministry of Rural Development

Officer's Name: H. E. Chan Darong

Position: Director General for Technical Affairs

Telephone: +855 12 599599

Email address: [darongchan@gmail.com](mailto:darongchan@gmail.com)

Office Address: Corner Road #169 and Soviet Boulevard

Phnom Penh, Cambodia

### Asian Development Bank

Transport and Communications Division

Staff Name: Hiroaki Yamaguchi

Position: Director

Telephone No.: +632 632-6745

Email address: [hyamaguchi@adb.org](mailto:hyamaguchi@adb.org)

Mission Leader

Staff Name: Takeshi Fukayama

Position: Transport Specialist

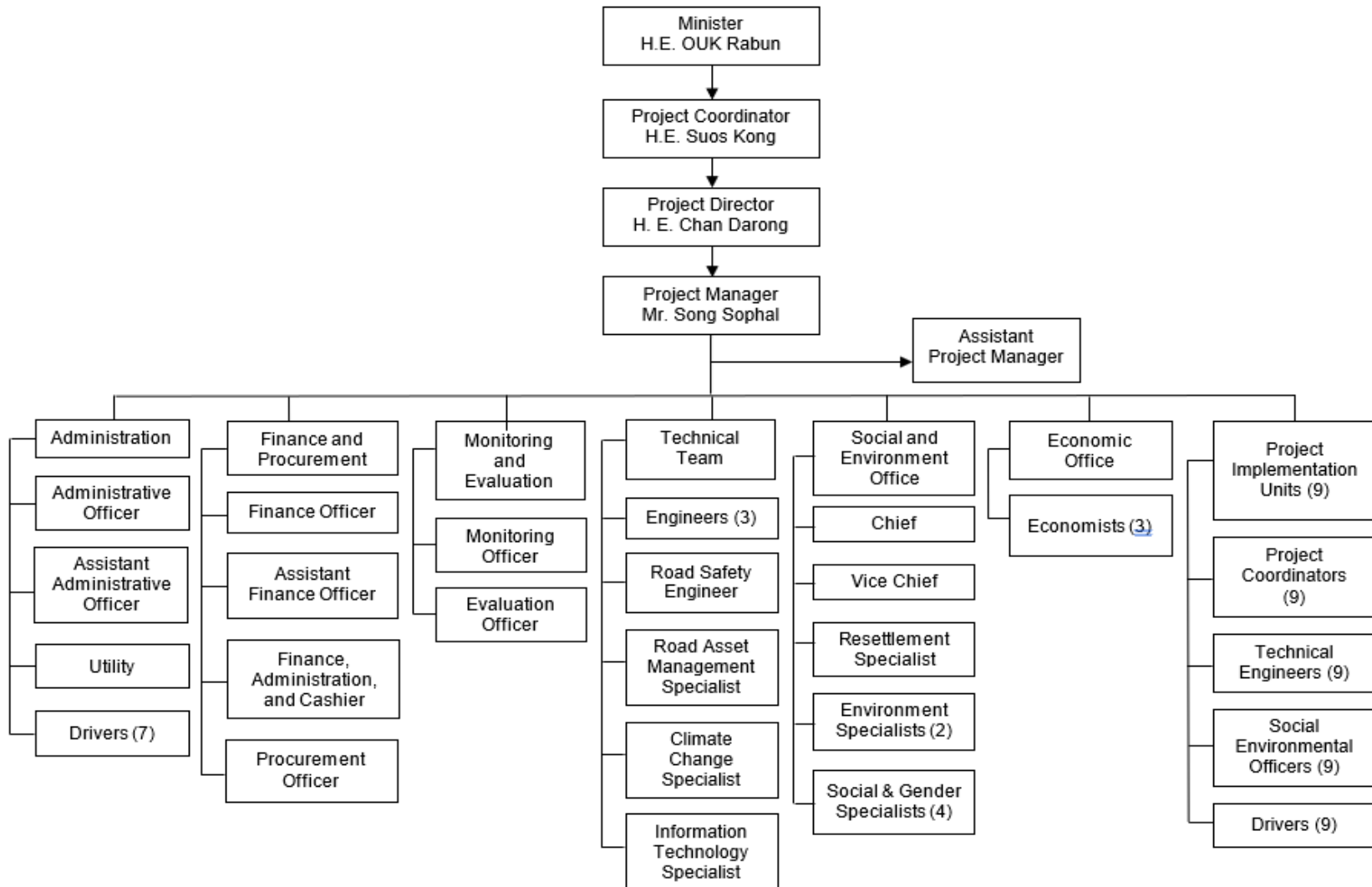
Telephone No.: +632 632-5892

Email address: [tfukayama@adb.org](mailto:tfukayama@adb.org)

## C. Project Organization Structure

9. The project management unit (PMU) has been established and operating since 2010 for the implementation of RRIP and RRIP II. Under the RRIP II Project, PMU has reinforced technical staff, monitoring and evaluation unit, and additional staff in various units. PMU will continue to implement, manage, and coordinate project activities for RRIP III.

### PROJECT MANAGEMENT UNIT





C. Detailed Cost Estimates by Expenditure Category

**Table 6: Detailed Cost Estimates by Expenditure Category (\$ million)**

Item	Foreign Exchange	Local Currency	Total Cost <sup>a</sup>	% of Total Base Cost
<b>A. Investment Costs</b>				
1. Civil Works	24.70	16.46	41.16	80.2
2. Consulting Services	1.90	1.26	3.16	6.4
3. Road Safety Awareness and Social Programs		0.28	0.28	0.5
<b>Subtotal (A)</b>	<b>26.60</b>	<b>18.00</b>	<b>44.60</b>	<b>87.0</b>
<b>B. Recurrent Costs</b>				
1. PMU & PIU Staff Cost	-	0.52	0.52	1.0
2. PMU & PIU Staff Per diem & Operations	0.64	0.64	1.28	2.6
3. PMU & PIU Equipment	0.22	0.03	0.25	0.5
<b>Subtotal (B)</b>	<b>0.86</b>	<b>1.19</b>	<b>2.05</b>	<b>4.0</b>
<b>C. Taxes and Duties</b>	<b>2.73</b>	<b>1.91</b>	<b>4.64</b>	<b>9.0</b>
<b>Total Base Cost (A+B+C)</b>	<b>30.19</b>	<b>21.10</b>	<b>51.29</b>	<b>100.0</b>
<b>D. Contingencies</b>				
1. Physical Contingency	3.04	2.12	5.16	10.00
2. Price Contingency	2.87	5.35	8.22	16.0
<b>Sub-total (D)</b>	<b>5.91</b>	<b>7.47</b>	<b>13.38</b>	<b>26.0</b>
<b>E. Financing Charges During Implementation</b>	<b>1.33</b>	<b>-</b>	<b>1.33</b>	<b>2.6</b>
<b>Total Project Cost (A+B+C+D+E)</b>	<b>37.43</b>	<b>28.57</b>	<b>66.00</b>	

PIU = project implementation unit; PMU = project management unit.

Note: Numbers may not sum precisely because of rounding.

Source: Asian Development Bank estimates.



#### D. Allocation and Withdrawal of Loan Proceeds

13. Table 6 sets forth the categories of all items to be financed out of the proceeds of the loan and the allocation of amounts to each category.

**Table 7: Allocation and Withdrawal of Loan Proceeds**

<b>Number</b>	<b>Item</b>	<b>Total Amount Allocated for ADB Financing (USD)</b>	<b>Percentage and Basis for Withdrawal from the Loan Account</b>
1	Works	39,660,000	100% of total expenditure claimed*
2	Services	3,440,000	100% of total expenditure claimed*
3	Goods	250,000	100% of total expenditure claimed*
4	Incremental administration cost	1,280,000	100% of total expenditure claimed
5	Interest Charge	1,330,000	100% of amount due
6	Unallocated	12,540,000	
	<b>Total</b>	<b>58,500,000</b>	

\* Exclusive of taxes and duties imposed within the territory of the Borrower.

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

<b>Number</b>	<b>Item</b>	<b>Total Amount Allocated for ADB Financing (USD)</b>	<b>Percentage and Basis for Withdrawal from the Grant Account</b>
1	Works	1,500,000	100% of total expenditure claimed*
	<b>Total</b>	<b>1,500,000</b>	

\* Exclusive of taxes and duties imposed within the territory of the recipient.

E. Detailed Cost Estimates by Financier

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

Item	ADB Loan		ADB Grant		Government			% of Cost Category	Total Cost
	Amount	% of Cost Category	Amount	% of Cost Category	Base	Tax	Amount		
<b>A. Investment Cost</b>									
1. Civil Works	39.66	87.3	1.50	3.3	-	4.27	4.27	9.4	45.43
2. Consulting Services	3.16	90.8	-	0.0	-	0.32	0.32	9.2	3.48
3. Road Safety Awareness and Social Programs	0.28	90.3	-	0.0	-	0.03	0.03	9.7	0.31
<b>Subtotal (A)</b>	<b>43.10</b>	<b>87.6</b>	<b>1.50</b>	<b>3.0</b>	<b>-</b>	<b>4.62</b>	<b>4.62</b>	<b>9.4</b>	<b>49.22</b>
<b>B. Recurrent Cost</b>									
1. PMU and PIU Staff Cost	-	0.0	-	0.0	0.52	-	0.52	100.0	0.52
2. PMU and PIU Staff Per diem and Operations	1.28	100.0	-	0.0	-	-	-	0.0	1.28
3. PMU and PIU Equipment	0.25	92.6	-	0.0	-	0.02	0.02	7.4	0.27
<b>Subtotal (B)</b>	<b>1.53</b>	<b>68.0</b>	<b>-</b>	<b>0.0</b>	<b>0.52</b>	<b>0.02</b>	<b>0.54</b>	<b>26.1</b>	<b>2.07</b>
<b>Total Base Cost (A+B)</b>	<b>44.63</b>	<b>87.0</b>	<b>1.50</b>	<b>2.9</b>	<b>0.52</b>	<b>4.64</b>	<b>5.16</b>	<b>10.1</b>	<b>51.29</b>
<b>C. Contingencies</b>									
1. Physical Contingency	4.74	91.8	-	0.0	-	0.42	0.42	8.2	5.16
2. Price Contingency	7.80	94.9	-	0.0	-	0.42	0.42	5.1	8.22
<b>Subtotal (C)</b>	<b>12.54</b>	<b>93.7</b>	<b>-</b>	<b>0.0</b>	<b>-</b>	<b>0.84</b>	<b>0.84</b>	<b>6.3</b>	<b>13.38</b>
<b>D. Financing Charges During Implementation</b>	<b>1.33</b>	<b>100.0</b>	<b>-</b>	<b>0.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0</b>	<b>1.33</b>
<b>Total Project Cost (A+B+C+D)</b>	<b>58.50</b>	<b>88.6</b>	<b>1.50</b>	<b>2.3</b>	<b>0.52</b>	<b>5.48</b>	<b>6.00</b>	<b>9.1</b>	<b>66.00</b>

PIU = project implementation unit; PMU = project management unit

Note: Numbers may not sum precisely because of rounding. Government finances tax through exemptions. ADB Grant will be front-loaded. PMU and PIU staff per diem and operations (B. 3.) will include staff per diem, cost related to office operation, cost related to training, cost for vehicle fuel and maintenance, etc.

Source: Asian Development Bank estimates.

F. Detailed Cost Estimates by Outputs

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

Item	Total Cost	Output 1		Output 2		Output 3	
		Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category
<b>A. Investment Cost</b>							
1. Civil Works	41.16	40.79	99.0	0.40	1.0	-	-
2. Consulting Services	3.16	3.16	100.0	-	-	-	-
3. Road Safety Awareness and Social Programs	0.28					0.28	100.0
<b>Subtotal (A)</b>	<b>44.60</b>	<b>43.92</b>	<b>98.5</b>	<b>0.40</b>	<b>0.9</b>	<b>0.28</b>	<b>0.6</b>
<b>B. Recurrent Cost</b>							
1. PMU and PIU Staff Cost	0.52	0.37	71.2	0.03	5.8	0.12	23.1
2. PMU and PIU Staff Per diem and Operations	1.28	1.07	83.6	0.02	1.6	0.19	14.8
3. PMU and PIU Equipment	0.25	0.25	100.0	-	-	-	-
<b>Subtotal (B)</b>	<b>2.05</b>	<b>1.69</b>	<b>82.4</b>	<b>0.05</b>	<b>2.4</b>	<b>0.31</b>	<b>15.1</b>
<b>C. Taxes and Duties</b>	<b>4.64</b>	<b>4.55</b>	<b>98.1</b>	<b>0.04</b>	<b>0.9</b>	<b>0.05</b>	<b>1.1</b>
<b>Total Base Cost (A+B+C)</b>	<b>51.29</b>	<b>50.16</b>	<b>97.8</b>	<b>0.49</b>	<b>1.0</b>	<b>0.64</b>	<b>1.2</b>
<b>D. Contingencies</b>							
1. Physical Contingency	5.16	5.11	99.1	-	-	0.05	1.0
2. Price Contingency	8.22	8.19	99.6	-	-	0.03	0.4
<b>Sub-total (D)</b>	<b>13.38</b>	<b>13.30</b>	<b>99.4</b>	<b>-</b>	<b>-</b>	<b>0.08</b>	<b>0.6</b>
<b>E. Financing Charges During Implementation</b>	<b>1.33</b>	<b>1.30</b>	<b>97.8</b>	<b>0.01</b>	<b>1.0</b>	<b>0.02</b>	<b>1.2</b>
<b>Total Project Cost (A+B+C+D+E)</b>	<b>66.00</b>	<b>64.76</b>	<b>98.1</b>	<b>0.50</b>	<b>0.8</b>	<b>0.74</b>	<b>1.1</b>

PIU = project implementation unit; PMU = project management unit.

Note: Numbers may not sum precisely because of rounding.

Source: Asian Development Bank estimates.

G. Detailed Cost Estimates by Year

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

Item	Total Cost	2019	2020	2021	2022	2023	2024	2025
<b>A. Investment Cost</b>								
1. Civil Works	41.16	0.28	4.94	9.06	7.68	9.60	9.60	-
2. Consulting Services	3.16	-	0.32	0.63	0.63	0.79	0.79	-
3. Road Safety Awareness and Social Programs	0.28	-	0.06	0.05	0.05	0.06	0.06	-
<b>Subtotal (A)</b>	<b>44.60</b>	<b>0.28</b>	<b>5.32</b>	<b>9.74</b>	<b>8.36</b>	<b>10.45</b>	<b>10.45</b>	<b>-</b>
<b>B. Recurrent Cost</b>								
1. PMU and PIU Staff Cost	0.52	0.03	0.10	0.10	0.10	0.10	0.09	-
2. PMU and PIU Staff Per diem and Operations	1.28	-	0.16	0.32	0.32	0.32	0.16	-
3. PMU and PIU Equipment	0.25	0.15	0.10	-	-	-	-	-
<b>Subtotal (B)</b>	<b>2.05</b>	<b>0.18</b>	<b>0.36</b>	<b>0.42</b>	<b>0.42</b>	<b>0.42</b>	<b>0.25</b>	<b>-</b>
<b>C. Taxes and Duties</b>	<b>4.64</b>	<b>0.03</b>	<b>0.67</b>	<b>0.98</b>	<b>0.86</b>	<b>1.05</b>	<b>1.05</b>	<b>-</b>
<b>Total Base Cost (A+B+C)</b>	<b>51.29</b>	<b>0.35</b>	<b>7.42</b>	<b>10.87</b>	<b>9.37</b>	<b>11.65</b>	<b>11.63</b>	<b>-</b>
<b>D. Contingencies</b>								
1. Physical Contingency	5.16	0.03	0.75	1.10	0.95	1.17	1.16	-
2. Price Contingency	8.22	0.02	0.49	1.16	1.41	2.30	2.84	-
<b>Sub-total (D)</b>	<b>13.38</b>	<b>0.05</b>	<b>1.24</b>	<b>2.26</b>	<b>2.36</b>	<b>3.47</b>	<b>4.00</b>	<b>-</b>
<b>E. Financing Charges During Implementation</b>	<b>1.33</b>	<b>-</b>	<b>0.04</b>	<b>0.14</b>	<b>0.25</b>	<b>0.38</b>	<b>0.52</b>	<b>-</b>
<b>Total Project Cost (A+B+C+D+E)</b>	<b>66.00</b>	<b>0.40</b>	<b>8.70</b>	<b>13.27</b>	<b>11.98</b>	<b>15.50</b>	<b>16.15</b>	<b>-</b>
<b>% Total Project Cost</b>	<b>100.0</b>	<b>0.6</b>	<b>13.2</b>	<b>20.1</b>	<b>18.2</b>	<b>23.5</b>	<b>24.5</b>	<b>-</b>

PIU = project implementation unit; PMU = project management unit.

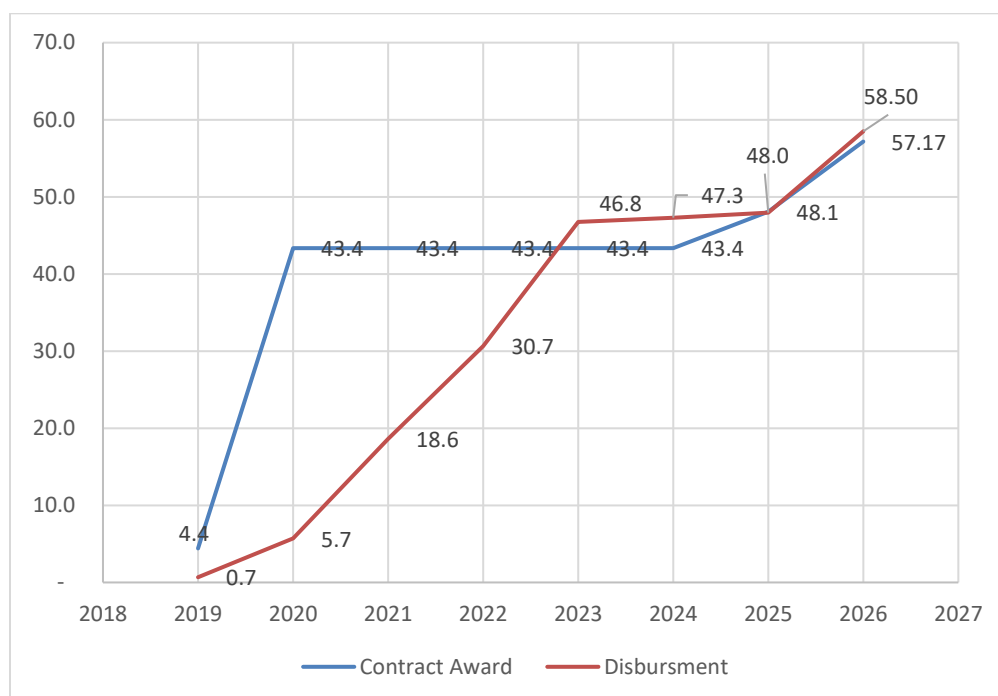
Note: Numbers may not sum precisely because of rounding.

Source: Asian Development Bank estimates.

## H. Contract and Disbursement S-Curve

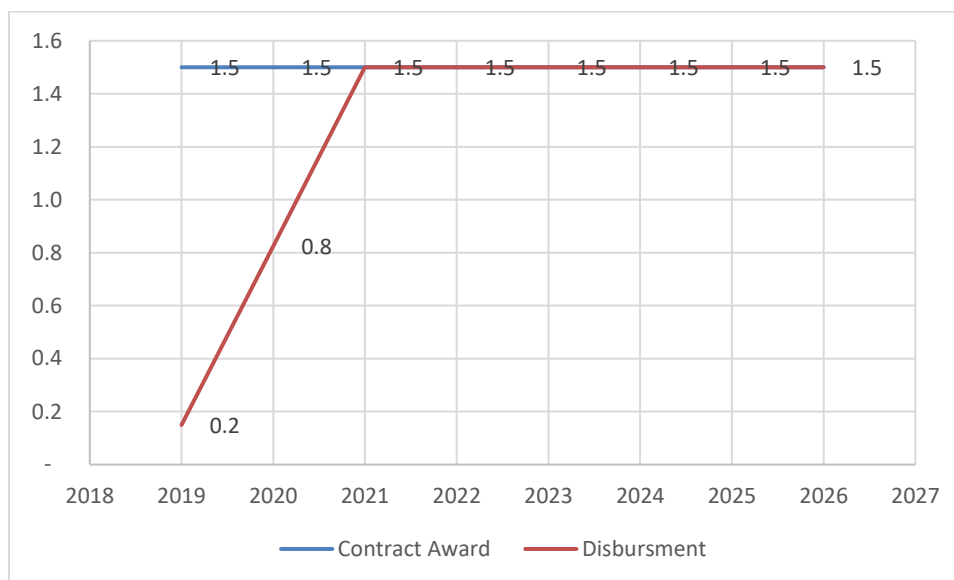
14. The graphs below show contract awards and disbursement projections over the life of the project. The S-curves is only for ADB loan and grant financing, which will be recorded in ADB's systems and reported through e-Ops. Counterpart funds are excluded. The projection for contract awards includes contingencies and unallocated amounts but excludes interest during construction.

**ADB Loan (\$ million)**



Year	Contract Awards (in USD)					Disbursements (in USD)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2019	3,160,000.00	-	-	1,250,000.00	4,410,000.00	-	316,000.00	115,095.10	240,095.10	671,190.21
2020	280,000.00	-	38,660,000.00	-	38,940,000.00	299,345.10	285,089.87	285,089.87	4,151,089.87	5,020,614.72
2021	-	-	-	-	-	3,417,391.52	3,165,839.87	3,165,839.87	3,173,598.11	12,922,669.37
2022	-	-	-	-	-	3,009,589.87	3,009,589.87	3,009,589.87	3,009,589.87	12,038,359.49
2023	-	-	-	-	-	3,009,589.87	3,009,589.87	3,009,589.87	7,088,984.90	16,117,754.52
2024	-	-	-	-	-	128,839.87	128,839.87	128,839.87	149,427.09	535,946.71
2025	-	-	-	4,740,000.00	4,740,000.00	115,095.10	115,095.10	61,288.14	356,042.20	647,520.55
2026	-	9,080,000.00	-	-	9,080,000.00	-	-	10,545,944.43	-	10,545,944.43
					<b>Total 57,170,000.00</b>					<b>Total 58,500,000.00</b>

### ADB Grant (\$ million)

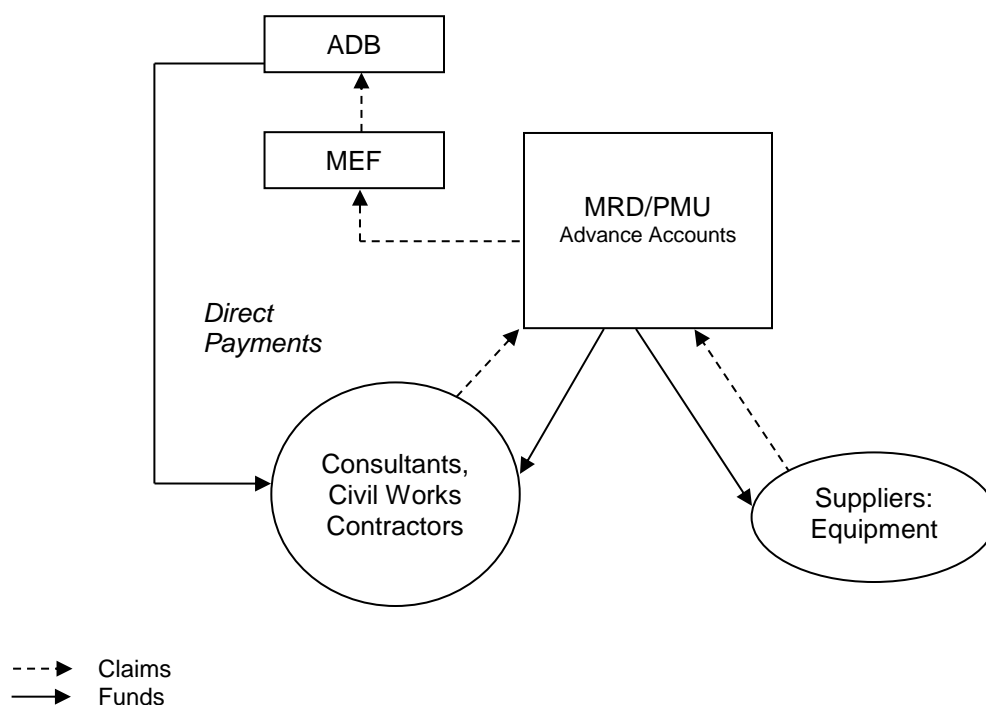


Year	Contract Awards (in USD)					Disbursements (in USD)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2019	-	-	-	1,500,000.00	1,500,000.00	-	-	-	150,000.00	150,000.00
2020	-	-	-	-	-	168,750.00	168,750.00	168,750.00	168,750.00	675,000.00
2021	-	-	-	-	-	168,750.00	168,750.00	168,750.00	168,750.00	675,000.00
2022	-	-	-	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-	-	-	-
2024	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-
	<b>Total</b> 1,500,000.00					<b>Total</b> 1,500,000.00				

### ADB Loan and Grant

Year	Contract Awards (in USD)					Disbursements (in USD)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2019	3,160,000.00	-	-	2,750,000.00	5,910,000.00	-	316,000.00	115,095.10	390,095.10	821,190.21
2020	280,000.00	-	38,660,000.00	-	38,940,000.00	468,095.10	453,839.87	453,839.87	4,319,839.87	5,695,614.72
2021	-	-	-	-	-	3,586,141.52	3,334,589.87	3,334,589.87	3,342,348.11	13,597,669.37
2022	-	-	-	-	-	3,009,589.87	3,009,589.87	3,009,589.87	3,009,589.87	12,038,359.49
2023	-	-	-	-	-	3,009,589.87	3,009,589.87	3,009,589.87	7,088,984.90	16,117,754.52
2024	-	-	-	-	-	128,839.87	128,839.87	128,839.87	149,427.09	535,946.71
2025	-	-	-	4,740,000.00	4,740,000.00	115,095.10	115,095.10	61,288.14	356,042.20	647,520.55
2026	-	9,080,000.00	-	-	9,080,000.00	-	-	10,545,944.43	-	10,545,944.43
	<b>Total</b> 58,670,000.00					<b>Total</b> 60,000,000.00				

## I. Fund Flow Diagram



ADB = Asian Development Bank, MEF = Ministry of Economy and Finance, MRD = Ministry of Rural Development, PMU = Project Management Unit

## V. FINANCIAL MANAGEMENT

### A. Financial Management Assessment

15. The financial management assessment (FMA) was conducted in February 2018 in accordance with ADB's Guidelines for the Financial Management and Analysis of Projects and the Financial Due Diligence: A Methodology Note. The FMA focused on the capacity of the MRD and the PMU within MRD and covered funds-flow arrangements, staffing, accounting and financial reporting systems, financial information systems, and internal and external auditing arrangements. The assessment concludes that the overall resulting financial management risk is moderate as summarized in the financial management, internal control and risk assessment table in Annex 5.

16. Considering that the MRD and PMU have implemented previous road projects financed by ADB, and that the accounting staff in the PMU is experienced in financial management practices for projects funded by ADB, the financial management arrangement for project implementation is generally considered acceptable. Consequently, MRD/PMU has capacity to administer the advance fund and SOE procedures. On the other hand, capacity constraint is the significant staff turnover, which is a risk in need of mitigation. The borrower has therefore agreed to recruit sufficient staff and implement a training program to address the observed shortcomings. The financial management action plan provided in Table 12 below summarizes the assessed

risks, time-bound activities to mitigate the risks, as well as staff and/or personnel responsible for risk mitigation.

**Table 12: Financial Management Action Plan**

Action	By When
The PMU will recruit sufficient staff and provide training to junior PMU staff.	First two years of project implementation

PMU = project management unit.

**B. Disbursement**

**1. Disbursement Arrangements for ADB Funds**

17. The ADB loan and grant proceeds will be disbursed in accordance with ADB’s *Loan Disbursement Handbook* (2017, as amended from time to time)<sup>6</sup>, and detailed arrangements agreed upon between the government and ADB. Online training for project staff on disbursement policies and procedures is available.<sup>7</sup> Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control.

18. **Advance fund procedure.** Advance account will be established and maintained by MRD. 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 MRD who administers the advance account is accountable and responsible for proper use of advances to the advance account including advances to any sub-accounts, if any.

19. The total outstanding advance 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. MRD may request for initial and additional advances to the advance account based on an Estimate of Expenditure Sheet<sup>8</sup> setting out the estimated expenditures to be financed through the account(s) for the forthcoming 6 months. Supporting documents should be submitted to ADB or retained by the MRD in accordance with ADB’s *Loan Disbursement Handbook* when liquidating or replenishing the advance account.

20. **Statement of expenditure procedure.**<sup>9</sup> The statement of expenditure (SOE) procedure may be used for reimbursement of eligible expenditures or liquidation of advances to the advance account(s). Supporting documents and records for the expenditures claimed under the SOE should be maintained and made readily available for review by ADB’s disbursement and review missions, upon ADB’s request for submission of supporting documents on a sampling basis, and for independent audit.

21. Before the submission of the first withdrawal application, the borrower should submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the government, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is stipulated in the *Loan*

<sup>6</sup> The handbook is available electronically from the ADB website (<http://www.adb.org/documents/loan-disbursement-handbook>).

<sup>7</sup> Disbursement eLearning. [http://wpqr4.adb.org/disbursement\\_elearning](http://wpqr4.adb.org/disbursement_elearning).

<sup>8</sup> Estimate of Expenditure sheet is available in Appendix 8A of ADB’s *Loan Disbursement Handbook* (2017, as amended from time to time),

<sup>9</sup> SOE forms are available in Appendix 7B and 7D of ADB’s *Loan Disbursement Handbook* (2017, as amended from time to time).



*Disbursement Handbook.* Individual payments below such amount should be paid (i) by the MRD and subsequently claimed to ADB through reimbursement, or (ii) through the advance fund procedure, unless otherwise accepted by ADB. The borrower should ensure sufficient category and contract balances before requesting disbursements. Use of ADB's Client Portal for Disbursements (CPD)<sup>10</sup> system is encouraged for submission of withdrawal applications to ADB. CPD has been introduced in Cambodia, but not yet operational due to technical problem experienced by the Ministry of Economy and Finance (MEF) and executing agencies.

## **2. Disbursement Arrangements for Counterpart Fund**

22. PMU completes a request for initial advance of counterpart funds together with supporting documents and submits to the MEF–Department of Cooperation and Debt Management (DCDM). The maximum amount of the advance of counterpart funds will be agreed between the MRD and/or Project Team and the MEF. The request for initial advance must be signed by the authorized signatories of MRD/Project and submitted to the MEF/DCDM. The request must be recorded in the Project Counterpart Funds Withdrawal Application Register. The MEF/DCDM reviews the request and submits for approval of MEF Management. Thereafter, arrangements are made to transfer the funds from General Department of National Treasury Accounts to the Project's Counterpart Funds Designated Account. On receipt of advice from the National Bank of Cambodia (NBC) or other approved financial institution that the funds have been deposited into the Counterpart Funds Designated Account, the receipt of the funds should be recorded in the General Ledger and the Government Withdrawal Application Register must be updated.

23. **Counterpart Funds Replenishment.** PMU completes the request for replenishment and attaches a statement of actual expenditure together with the Disbursement Tracking Form for counterpart funds. Supporting expenditure documentation must be maintained by the Project Team for subsequent review by MEF or audit. The request must be signed by the authorized signatories of MRD/Project and submitted to the MEF/DCDM. The request must be recorded in the Project Counterpart Funds Withdrawal Application Register. The DCDM reviews the request and submits for approval of MEF Management. Thereafter, arrangements are made to transfer the funds from General Department of National Treasury Accounts to the Project's Counterpart Funds Designated Account. On receipt of advice from the NBC or other approved financial institution that the funds have been deposited into the Counterpart Funds Designated Account, the receipt of the funds should be recorded in the General Ledger and the Government Withdrawal Application Register must be updated.

### **C. Accounting**

24. The MRD 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 following the equivalent national accounting standards, depending on the nature of the expenditure. The MRD will prepare project financial statements in accordance with international accounting principles and practices.

### **D. Auditing and Public Disclosure**

25. The MRD will cause the detailed project financial statements to be audited in accordance with International Standards on Auditing and/or equivalent national standards adopted by national

---

<sup>10</sup> The CPD facilitates online submission of WA to ADB, resulting in faster disbursement. The forms to be completed by the Borrower are available online at <https://www.adb.org/documents/client-portal-disbursements-guide>.

audit law of the Government of Cambodia, by an independent auditor acceptable to ADB. The audited project financial statements together with the auditor's opinion will be presented in the English language to ADB within 6 months from the end of the fiscal year by the executing agency.

26. 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 loan were used only for the purpose(s) of the project; and (iii) whether the borrower or executing agency was in compliance with the financial covenants contained in the legal agreements (where applicable).

27. 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.

28. The government, MEF and MRD have been made aware of ADB's approach to delayed submission, and the requirements for satisfactory and acceptable quality of the audited project financial statements.<sup>11</sup> ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the borrower), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

29. Public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements, will be guided by ADB's Public Communications Policy 2011.<sup>12</sup> After the review, ADB will disclose the audited project financial statements and the opinion of the auditors on the project financial statements no later than 14 days of ADB's confirmation of their acceptability by posting them on ADB's website. The management letter, additional auditor's opinions, and audited entity financial statements will not be disclosed.<sup>13</sup>

## VI. PROCUREMENT AND CONSULTING SERVICES

### A. Advance Contracting

30. Procurement (including consulting services), to be financed by ADB, will follow ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time). The issuance of invitations to bid under advance

---

<sup>11</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 loan may be suspended if the audit documents are not received within the next 6 months.
- (iii) When audited project financial statements are not received within 12 months after the due date, ADB may suspend the loan.

<sup>12</sup> Public Communications Policy: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>

<sup>13</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).

contracting will be subject to ADB approval. The borrower, MEF and MRD have been advised that approval of advance contracting does not commit ADB to finance the project.

31. **Advance contracting.** There are two packages expected for advance action, civil works package B2, improvement of 2 roads for 23.6 km in Tboung Khmum, for open competitive bidding (OCB), national advertising, amounting to \$3.5 million and consulting services package 1, recruitment of consulting services for the implementation under quality- and cost-based selection (QCBS) in the amount of \$4.0 million. Advance action will be initiated for the two contracts after the ADB's Management Review Meeting. The draft contracts for the two packages is expected to be ready before the loan effectivity in January 2019.

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

32. All procurement of goods and works will be undertaken in accordance with ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time).

33. The six civil works contracts will be procured using open competitive bidding (5 packages international and 1 national advertisement). All these packages will be subject to prior approval of ADB. Shopping will be used for contracts for procurement of equipment worth less than \$0.1 million. Vehicles for the project will be procured using open competitive bidding with national advertising, using national bidding documents for Cambodia. Equipment will be procured using request for quotation (RFQ) for goods.

34. 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.

35. All consultants will be recruited according to ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time). The TOR for all consulting services are detailed in Section D.

36. Consulting firm will be engaged using the QCBS method with a standard quality–cost ratio of 80:20. The duration of the services will be for 48 months of consulting services to (i) facilitate project management and implementation, and (ii) strengthen the institutional and operational capacity of the executing agency.

## C. Procurement Plan

### Basic Data

Project Name: Rural Roads Improvement Project III (RRIP III)		
Project Number: 42334-018	Approval Number: Loan XXXX and Grant XXXX	
Country: CAMBODIA	Executing Agency: Ministry of Rural Development	
Project Procurement Classification: B	Implementing Agency: Provincial Department of Rural Development	
Procurement Risk: Substantial		
Project Financing Amount: \$ 66.0 million	Project Closing Date: 30 June 2026	
ADB Financing (Loan): \$58.50 million		
ADB Financing (Grant): \$1.50 million		
Non-ADB Financing (Government): \$6.0 million		
Date of First Procurement Plan: XX July 2018	Date of this Procurement Plan: XX April 2018	
Procurement Plan Duration: 18 months	Advance contracting: Yes	eGP: No

**a. Methods, Review and Procurement Plan**

37. Except as the ADB may otherwise agree, the following methods shall apply to procurement of goods, works and consulting services.

**Procurement of Goods and Works**

<b>Method</b>	<b>Applicability</b>	<b>Comments</b>
Open Competitive Bidding	Works, Goods	International or national advertising
Request for Quotation for Goods	Smaller value of the shelf items	National advertising

**Consulting Services**

<b>Method</b>	<b>Comments</b>
Quality- and cost-based selection	Firm selection

**b. List of Active Procurement Packages (Contracts)**

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

**Goods, Works, and Non-consulting services**

<b>Package Number</b>	<b>General Description</b>	<b>Estimated Value \$ million</b>	<b>Procurement Method</b>	<b>Review</b>	<b>Bidding Procedure</b>	<b>Advertisement Date</b>	<b>Comments</b>
CW-A	Improve 6 roads, 100.6 km (Kampong Cham)	13.0	OCB	Prior	1S1E	Q1/2020	International advertisement; PQ = n/a; Domestic Preference: n/a; bidding documents: large works
CW-B1	Improve 3 roads, 37.5 km (Tboung Khmum)	5.0	OCB	Prior	1S1E	Q1/2020	International advertisement; PQ = n/a; Domestic Preference: n/a; bidding documents: large works
CW-B2	Improve 2 roads, 23.6 km (Tboung Khmum)	3.5	OCB	Prior	1S1E	Q2 2018	National advertisement; PQ = n/a; Domestic Preference: n/a; bidding documents: National Competitive Bidding document (Cambodia); advance contracting
CW-C	Improve 5 roads, 72.2 km (Prey Veng)	11.0	OCB	Prior	1S1E	Q1/2020	International advertisement; PQ = n/a; Domestic Preference: n/a; bidding documents: large works
CW-D	Improve 5 roads, 64.6 km (Svay Rieng)	9.0	OCB	Prior	1S1E	Q1/2020	International advertisement; PQ = n/a; Domestic Preference: n/a; bidding documents: large works
CW-E	Improve 1 road, 61.3 km (Kratie)	9.5	OCB	Prior	1S1E	Q1/2020	International advertisement; PQ = n/a; Domestic Preference: n/a; bidding documents: large works

CW = civil works; km = kilometer; OCB = open competitive bidding; PQ = prequalification; Q = quarter.

### Consulting Services

Package Number	General Description	Estimated Value \$ million	Selection Method	Review	Type of Proposal	Advertisement Date	Comments
CS1	Consulting Services for Implementation	3.16	QCBS	Prior	Full	Q2 2018	Ratio is 80:20; firm; international advertisement; advance contracting

CS = consulting services; Q = quarter; QCBS = quality- and cost- based selection.

#### c. List of Indicative Packages (Contracts) Required under the Project

39. The following table lists goods, works and consulting services contracts for which the procurement activity is expected to commence beyond the procurement plan duration and over the life of the project (i.e. those expected beyond the current procurement plan duration).

### Goods, Works, and Non-consulting services

Package Number	General Description	Estimated Value \$ million	Procurement Method	Review	Bidding Procedure	Comments
EQ1	PMU-Vehicles	0.14	OCB (goods)	Prior	1S1E	National advertisement; NCB of Cambodia Bidding Documents
EQ2	PMU-Office Equipment	0.08	RFQ for Goods	Prior	1S1E	Shopping Documents of Cambodia
EQ3	PMU-Office Furniture	0.03	RFQ for Goods	Prior	1S1E	Shopping Documents of Cambodia

EQ = equipment; OCB = open competitive bidding; PMU = project management unit; RFQ = request for quotation.

### Consulting Services

Package Number	General Description	Estimated Value	Selection Method	Review	Type of Proposal	Comments

**d. List of Awarded and Completed Contracts**

40. The following table lists the awarded contracts and completed contracts for goods, works, and consulting services.

**Goods, Works, and Non-consulting services**

<b>Package Number</b>	<b>General Description</b>	<b>Contract Value</b>	<b>Date of ADB Approval of Contract Award</b>	<b>Date of Completion</b>	<b>Comments</b>

**Consulting Services**

<b>Package Number</b>	<b>General Description</b>	<b>Contract Value</b>	<b>Date of ADB Approval of Contract Award</b>	<b>Date of Completion</b>	<b>Comments</b>

41. While using the bidding documents and procedures of Standard Operating Procedures (Cambodia) using national competitive bidding, the following directions need to be ensured:

**a. Regulation and Reference Documents**

42. The procedures to be followed for national competitive bidding shall be those set forth for the “National Competitive Bidding” method in the Government’s Procurement Manual issued under Sub-Decree Number 74 ANKR.BK, updated version dated 22 May 2012 with the clarifications and modifications described in the following paragraphs. These clarifications and modifications are required for compliance with the provisions of the Procurement Guidelines.

43. For the procurement of ADB financed contracts under national advertisement, the use of harmonized national bidding documents developed in consultation with development partners including ADB, is mandatory except where the Government and ADB have agreed to amendments to any part of the documents. The Procurement Manual also advises users to check the ADB website from time to time for any update on ADB documents, which form the basis, among others, of the existing harmonized national bidding documents.

**b. Procurement Procedures**

**1. Application**

44. Contract packages subject to national advertisement and using national competitive bidding document will be those identified as such in the project Procurement Plan. Any change to the mode of procurement of any procurement package in the Procurement Plan shall be made through updating of the Procurement Plan, and only with prior approval of ADB.

**2. Sanctioning**

45. Bidders shall not be declared ineligible or prohibited from bidding on the basis of barring procedures or sanction lists, except individuals and firms sanctioned by ADB, without prior approval of ADB.

**3. Rejection of all Bids and Rebidding**

46. The Borrower shall not reject all bids and solicit new bids without ADB’s prior concurrence. Even when only one or a few bids is/are submitted, the bidding process may still be considered valid if the bid was satisfactorily advertised and prices are reasonable in comparison to market values.

**4. Advertising**

47. Bidding of contracts shall be advertised on the ADB website via the posting of the Procurement Plan. Borrowers have the option of requesting ADB to post specific notices in the ADB website.



## **c. Bidding Documents**

### **1. Use of Bidding Documents**

48. The Standard bidding documents provided with the Government's Procurement Manual shall be used to the extent possible both for the master bidding documents and the contract-specific bidding documents. The English language version of the procurement documents shall be submitted for ADB review and approval in accordance with agreed review procedures (post and prior review) as indicated in the Procurement Plan. The ADB-approved procurement documents will then be used as a model for all procurement financed by ADB for the project.

### **2. Bid Evaluation**

49. Bidders shall not be eliminated from detailed evaluation on the basis of minor, non-substantial deviations.

50. A bidder shall not be required, as a condition for award of contract, to undertake obligations not specified in the bidding documents or otherwise to modify the bid as originally submitted.

### **3. Employer's Right to Accept or Reject Any or All Bids**

51. The decision of the Employer to accept or reject any or all bids shall be made in a transparent manner and involve an obligation to inform of the grounds for the decision through the bid evaluation report.

### **4. ADB Policy Clauses**

52. A provision shall be included in all 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.

53. A provision shall be included in all bidding documents for works and goods contracts financed by ADB stating that the Borrower 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, or coercive practices in competing for the contract in question.

54. A provision shall be included in all bidding documents for 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.

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

55. The consultant will be responsible for construction supervision, implementation monitoring, as well as project performance monitoring and evaluation.

56. The consultant will also be responsible for the support of the SEO at MRD. The unit will

work in close association with MEF, for resettlement, indigenous peoples, gender and other social issues, and with the Ministry of the Environment (MOE) and the Ministry of Culture and Fine Arts (MCFA) for environment issues.

**a. The Consultant**

57. The consulting services for implementation supervision will be recruited by MRD in accordance with ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time). The consultant will provide the staffing in preparing the proposals and may provide comments to improve assignment implementation. The final staffing will be adjusted to suit the actual procurement and implementation schedules. It is a mandatory requirement that all national experts should have sufficient fluency in English. The selection method to be used is QCBS, with a ratio of 90:10, using full technical proposal. It is estimated that 593 person-months will be required under the consulting services with 82 person-months of international inputs and 511 person-months national inputs.

58. Under the overall guidance of the Project Director as the head of the project management unit, and assisted by the Project Manager, established in MRD for the project to administer all project activities, the consulting services are expected to continue through 48 months, during the entire period of the civil works and other activities, and the level of inputs will depend on the annual work programs.

59. The consultant will be located in Phnom Penh (office provided by MRD) headed by the team leader; and site offices in selected project provinces (to be determined during implementation and provided by the civil works contractors) to provide adequate coverage of the project roads. The main office will be responsible for highway design, benefit monitoring and evaluation, capacity building and overall assistance in coordination with MRD. The site offices will administer the civil works in accordance with the contracts.

60. Detailed TOR for the DDIS for ADB financing are as follows:

**1. Detailed Design and Implementation Supervision for ADB financing**

**a. Introduction**

61. The Project will rehabilitate 22 roads or about 360 km of rural roads in five provinces (Kampong Cham, Kratie, Prey Veng, Svay Rieng, and Tboung Khmum) to paved condition.

62. The MRD will be the executing agency for the Project. MRD will be responsible for engaging consulting services and awarding civil works contracts. The Director General of the Department for Technical Affairs will have overall administrative oversight of the consulting services and civil work contracts, and the Project Manager will have responsibility for day-to-day operations.

63. The civil works comprise the improvement of existing earth or gravel surfaced roads to a bitumen sealed standard using a double bituminous surface treatment (DBST), including placement as necessary of sub-base and road base, using unbound materials. The works do not permit widening of the existing road structure. The works also involves replacement or repair of existing cross drainage and the placement of some new culverts. It also involves repair

replacement of small bridges at existing locations. Bridges that are replaced will be widened.

64. The civil works for ADB financing will be executed through 6 contract packages, ranging in value from \$3.5 million to \$13.0 million. The Consultant will be responsible for the design and supervision of civil works packages civil works (CW) -A to CW-E which are financed by ADB as shown in Table 13. The consultant will also be responsible for environmental and social safeguards measures and for capacity building projects encompassing all roads for all contract packages irrespective of the financier. All above-mentioned contract packages will be procured in accordance with ADB's Procurement Guidelines. The detailed design will be used to prepare the bid documents of civil works contracts. The employer will be MRD, the employer's representative will be the Director General for Technical Affairs of MRD, the consultant will be the engineer, and the engineer's representative will be the consultant's team leader.

**Table 13: Contract Packages**

<b>Contract Package and Provinces</b>	<b>RRIP III roads/km</b>	<b>Approximate Value (\$ million)</b>	<b>Financier</b>	<b>Completion (months)</b>
CW-A (Kampong Cham)	6/100.6	13.0	ADB	36
CW-B1 (Tboung Khmum)	3/37.5	5.0	ADB	36
CW-B2 (Tboung Khmum)	2/23.6	3.5	ADB	24
CW-C (Prey Veng)	5/72.2	11.0	ADB	36
CW-D (Svay Rieng)	5/64.6	9.0	ADB	36
CW-E (Kratie)	1/61.3	9.5	ADB	36
<b>Total</b>	<b>22/359.8 km</b>	<b>51.0</b>		

ADB = Asian Development Bank; CW = civil works; km = kilometer; RRIP = Rural Roads Improvement Project.

65. The consultant will be responsible for detailed design, construction supervision, implementation monitoring, as well as project performance monitoring and evaluation.

66. The consultant will also be responsible for the support of the SEO at MRD. The unit will work in close association with MEF, for resettlement, indigenous peoples (ethnic minorities), gender and other social issues and with the MOE and with the MCFA for environment issues.

## **b. Objectives**

67. The main objectives of the consulting services are to:
- (i) review the preliminary engineering designs for the project roads and prepare detailed engineering designs, cost estimates and bid documents, and to assist in the evaluation of bids;
  - (ii) review and represent the PAM to incorporate final project design, coverage of RRIP III and implementation requirements;
  - (iii) function as "the engineer" in administering civil works contracts and ensuring completion of construction, and closure of contracts in accordance with the contract provisions;
  - (iv) assist MRD in carrying out resettlement screening and ensuring that there will be no permanent acquisition of land and compliance with the covenants in the loan and grant agreements and in line with Community Participation Framework and ADB's Safeguard Policy Statement;<sup>14</sup>
  - (v) assist the MRD in ensuring that the Project is implemented consistent with the provisions of the EMP and ADB Safeguard Policy Statement;

<sup>14</sup> Available at: <http://www.adb.org/Documents/Policies/Safeguards/Safeguard-Policy-Statement-June2009.pdf>.

- (vi) assist MRD in ensuring that the detailed design of the project roads takes into account the recommendations made in the project climate/disaster risk and vulnerability analysis to manage climate change risks;
- (vii) assist MRD with the updating as necessary and implementing use of its manuals and guidelines for project planning, implementation and procurement and ensuring these are all in-line with ADB guidelines on these subjects including preparation of pilot audits and testing audited information using external auditors;
- (viii) assist the MRD in the implementation of a gender sensitive HIV/AIDS/STI and human trafficking awareness and prevention program. It will be included in civil works contracts;
- (ix) assist MRD and contractors to ensure compliance with ADB's environmental guidelines and monitor the implementation of mitigation measures; and
- (x) carry out performance monitoring and evaluation of the civil works at mid-term and after physical completion; and
- (xi) assist MRD to complete a roadmap for the future rural road investments.

#### **c. The Consultant**

68. The consulting services for DDIS will be recruited by MRD in accordance with ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time). The consultant will provide the staffing although in preparing the proposals, the consultant may provide comments to improve assignment implementation. The final staffing will be adjusted to suit the actual procurement and implementation schedules. It is a mandatory requirement that all national experts should have sufficient fluency in English. The selection method to be used is QCBS, with a ratio of 80:20, using full technical proposal.

#### **d. Implementation Arrangements**

69. Under the overall guidance of the Project Director as the head of the project management unit, and assisted by the Project Manager, established in MRD for the project to administer all project activities, the consulting services are expected to continue through 48 months, during the entire period of the civil works and other activities, and the level of inputs will depend on the annual work programs.

70. The consultant will be located in Phnom Penh (office provided by MRD) headed by the team leader; and one main site office in selected project province (to be determined during implementation and provided by the civil works contractors) to provide adequate coverage of the project roads. The main office will be responsible for highway design, benefit monitoring and evaluation, capacity building and overall assistance in coordination with MRD. The site offices will administer the civil works in accordance with the contracts.

#### **e. Scope of Work**

71. MRD will be the employer and the consultant will function as the engineer for all road improvement contracts under ADB financing of the Project. The consultant will appoint a team leader to act as the engineer's representative for the contracts under ADB financing.

72. As the engineer's representative, the consultant's team leader will implement the civil work contracts under ADB financing and ensure that the works are constructed in accordance with its

provisions. The consultant will have all the powers defined in the Conditions of Contract as being the engineer, except the following, which will be retained and exercised by the employer, generally on the advice of the engineer:

- (i) issuing the order to commence the works;
- (ii) approving variation orders that have financial implications;
- (iii) approving significant variations in quantities;
- (iv) approving subletting of any part of the works; and
- (v) approving extensions of time.

73. In addition to the duties necessary for the adequate supervision of the construction activities on site, the consultant's responsibilities will also include:

- (i) preparation of formal contract documentation; and
- (ii) contract administration.

74. In detail, the consultant's responsibilities will include:

- (i) approving the contractor's work program, method statements, material sources, etc.;
- (ii) preparing and issuing reports as defined subsequently;
- (iii) approving and/or issuing working drawings, approving the setting out of the works, and instructing the contractor;
- (iv) taking measurements and keeping measurement records;
- (v) maintaining records, correspondence, and diaries;
- (vi) certifying work volume and recommending interim certificates for progress payments;
- (vii) certifying completion of part or all of the works;
- (viii) tracking implementation of construction related gender targets and including such information in reports;
- (ix) inspecting the works at appropriate intervals during the defects notification period and issuing the defects notification certificate; after completion of the works, the team leader will be retained until the end of the project to write the project completion report (PCR);
- (x) processing the contractor's possible claims;
- (xi) ensuring minimum disruption/damage to the environment and local settlements by approval of contractors' work statement/methodology, including monitoring the impact of construction works on the environment and local settlements and providing information to MRD and ADB in the monthly progress reports;
- (xii) providing the employer with complete records and reports, and approving the contractors' as-built drawings for the works;
- (xiii) providing advice and on-the-job training to MRD staff in contract administration;
- (xiv) providing advice to ensure there is no permanent acquisition of land and any impacts (temporary or unanticipated impacts) will be addressed in accordance with the Community Participation Framework and the ADB Safeguard Policy Statement, and any identified impact is immediately reported to ADB, including the corrective action plan, when needed;
- (xv) carrying out performance monitoring and evaluation for the Project under ADB financing in accordance with the schedule and terms of reference to be mutually agreed by MRD and ADB.

## f. Staffing and Other Inputs

75. The consultant is expected to provide personnel as shown in Table 14 for the indicated duration, which is the minimum. The duration of consulting services is 48 months including defects notification period. The details of individual experts' TORs are given.

**Table 14: Personnel Inputs of Consulting Services**

<b>CS-1. DDIS Consultants (ADB- funded roads)</b>	<b>Person-Months</b>
<b>International</b>	
Team Leader (road engineer)	48
Road Design Engineer	7
Materials Engineer	10
Structural Engineer	3
Environment Specialist	3
Procurement Specialist	4
Social Development and Safeguards Specialist	2
Gender Specialist	2
Transport Economist	2
Transport Sector Specialist	1
<b>Subtotal</b>	<b>82</b>
<b>National</b>	
Road Design Engineer (Deputy Team Leader)	8
Material/Lab Engineer	36
Structural Engineer	3
Surveyor	12
Quantity/Cost Estimator	36
Hydrologist	3
Transport Economist	2
Resident Engineer 01	36
Resident Engineer 02	36
Resident Engineer 03	36
Resident Engineer 04	36
Resident Engineer 05	36
Environment Specialist	15
Procurement Specialist	4
Social Development and Safeguard Specialist	15
Gender Specialist	15
De-mining/UXO Specialist	2
Resident Inspectors/Surveyor 01	36
Resident Inspectors/Surveyor 02	36
Resident Inspectors/Surveyor 03	36
Resident Inspectors/Surveyor 04	36
Resident Inspectors/Surveyor 05	36
<b>Subtotal</b>	<b>511</b>
<b>CS-1: Total</b>	<b>593</b>

ADB = Asian Development Bank; CS = consulting services; DDIS = detailed design and implementation supervision; UXO = unexploded ordnance.

**(i) INTERNATIONAL DDIS TEAM for ADB financing**

**(a) Team Leader (Road Engineer) – International, 48 person-months**

76. The Team Leader will be a civil engineer with professional engineer license with minimum Bachelor of Science (BSc.) degree, with 15 years' experience as the team leader in leading road rehabilitation projects of DBST paving with a capacity building output/s, and with extensive experience in Cambodia or countries within similar geographical areas in the region. The Team Leader must be fully aware of the requirements and responsibilities of an ADB financed projects.

77. The DDIS for ADB financing consulting Services comprise:

- (i) detailed design of contract packages CW-A through CW-E covering about 360 km of project roads under ADB financing; roads will be improved from gravel or earth surface to paved road standard;
- (ii) preparation of climate/disaster resilient designs that take cognizance of climatic conditions and anticipated extreme weather conditions in the project area;
- (iii) preparation of suitable bidding documents for tender by international/national civil works contractors;
- (iv) supervision of 6 civil works packages;
- (v) monitoring and reporting road maintenance activities, for pilot output and performance-based contracts implemented for the RRIP III roads under ADB financing; and
- (vi) providing coordination and support to the MRD and its Departments in HHTPP implementing under civil works packages, resettlement, environmental and indigenous peoples' considerations, and support for implementation of the project's LGAP.

78. The Team Leader, through the effective leadership of the DDIS for ADB financing team and effective communication with the PMU, will be responsible for all aspects of the consulting engineer services leading to the successful implementation of the project.

79. The MRD will be the executing agency for the Project. MRD are responsible for the engagement of consulting services and for awarding civil works contracts. The Project Director of the PMU will have overall administrative oversight of the consulting services and civil work contracts, and the Project Manager will have responsibility for day-to-day operations.

80. Under the overall guidance of the Project Director of the PMU, the Team Leader will work directly with the PMU, established in MRD for the project to administer all project activities. The Services of the Team Leader are expected to continue through the entire period of the civil works and other activities, or 48 months.

81. The Team Leader will head the consultants' main office in Phnom Penh to be established at MRD and be responsible for one main site office to provide adequate coverage of the project roads under ADB financing.

82. The main office will be responsible for highway design, benefit monitoring and evaluation, and overall assistance in coordination with MRD. The site offices will administer the civil works in accordance with the contracts.

83. The employer will be MRD, the employer's representative will be the Project Director of the PMU, the consultant will be the engineer, and the Team Leader will be the engineer's representative.

84. The Team Leader will lead the DDIS team for ADB financing to undertake the following to achieve the objectives of the Project:

- (i) review the preliminary engineering designs for the project roads and prepare detail engineering designs, cost estimates and bidding documents and to assist in the evaluation of bids;
- (ii) review and update the project PAM to incorporate the final project design;
- (iii) cause subcontracts from the main civil works contracts to be left to firms and entities for the civil works that can be taken up by local contractors or entities such as the road maintenance committees of the community councils by preparing suitable clauses in the bidding documents and ensuring their take-up in the evaluation of bidding process;
- (iv) function as "the engineer" in administering civil works contracts and ensuring completion of construction, and closure of contracts in accordance with the contract provisions;
- (v) assist MRD in ensuring there is no infringement of the criteria that there will be no resettlement;
- (vi) assist the MRD in the implementation of an SEO at MRD;
- (vii) support MRD in the implementation of the GAP;
- (viii) assist the MRD in ensuring that the Project is implemented consistent with the provisions of the EMP and Safeguard Policy Statement;
- (ix) assist MRD with the updating as necessary and implementing use of its manuals and guidelines for project planning, implementation and procurement and ensuring these are all in line with ADB guidelines on these subjects including preparation of pilot audits and testing audited information using external auditors;
- (x) assist the MRD in the implementation of an HHTPP implementing under civil works packages;
- (xi) assist the MRD comply with ADB's involuntary resettlement and indigenous safeguards should impacts occur while implementing civil works packages;
- (xii) assist the MRD in the implementation of Community Participation Framework;
- (xiii) assist MRD and contractors to ensure compliance with ADB's environmental guidelines and monitor the implementation of mitigation measures;
- (xiv) provide on the job training to MRD staff in civil works construction, administration and other aspects of professional engineering skills; and
- (xv) carry out performance monitoring and evaluation of the civil works at mid-term and after physical completion.

85. As the engineer's representative, the consultant's Team Leader will implement the civil work contracts under ADB financing and ensure that the works are constructed in accordance with its provisions. The consultant will have all the powers defined in the Conditions of Contract as being the engineer, except the following, which will be retained and exercised by the employer, generally on the advice of the engineer:

- (i) issuing the order to commence the works;
- (ii) approving variation orders that have financial implications;
- (iii) approving significant variations in quantities;
- (iv) approving subletting of any part of the works; and
- (v) approving extensions of time.



86. In addition to all the duties necessary for the adequate supervision of the construction activities on site, the Team Leader's responsibilities as the consultant also include:

- (i) preparation of formal contract documentation; and
- (ii) contract administration.

87. In detail, the Team Leader's responsibilities as the Consultant include:

- (i) assessing the exposure of unexploded ordnance (UXO) in project roads before any works starts through the engagement of national professional expert who will join the DDIS team;
- (ii) approving the contractor's work program, method statements, material sources, etc.;
- (iii) preparing and issuing reports as defined subsequently;
- (iv) approving and/or issuing working drawings, approving the setting out of the works, and instructing the contractor;
- (v) taking measurements and keeping measurement records;
- (vi) maintaining records, correspondence, and diaries;
- (vii) certifying work volume and recommending interim certificates for progress payments;
- (viii) maintaining consolidated project accounts, and preparing of financial statements and withdrawal applications for submission to ADB;
- (ix) certifying completion of part or all of the works;
- (x) inspecting the works at appropriate intervals during the defects notification period and issuing the defects notification certificate;
- (xi) processing the contractor's possible claims;
- (xii) ensuring minimum disruption/damage to the environment and local settlements by approval of contractors' work statement/methodology, including monitoring the impact of construction works on the environment and local settlements and providing information to MRD and ADB in the monthly progress reports;
- (xiii) providing the employer with complete records and reports, and approving the contractors' as-built drawings for the works;
- (xiv) providing advice and on-the-job training to MRD staff in contract administration;
- (xv) providing advice to ensure there is no resettlement;
- (xvi) assisting MRD/SEO for building capacity of its members (including on gender issues); and
- (xvii) carrying out performance monitoring and evaluation for the Project in accordance with the schedule and terms of reference to be mutually agreed by MRD and ADB.

**(b) Road Design Engineer – International, 7 person-months**

88. The road design engineer will be a civil engineer with professional engineer license with minimum BSc. degree with 15 years' experience. He/she should have experience, as the road design engineer, in road rehabilitation projects of DBST paving with a capacity building output/s, and with extensive experience in Cambodia or countries within similar geographical areas in the region.

89. The road design engineer's role is to prepare the detailed design of the Project roads under ADB financing.

90. The road design engineer will undertake the following tasks:

- (i) administer and supervise site investigation and design and documentation activities for road improvement civil works contracts.
- (ii) confirm detailed design guidelines and specifications in collaboration with MRD.
- (iii) confirm classified traffic counts and axle loading on the project roads together with an estimate of present and future traffic and axle loading as necessary for designing appropriate pavement structures.
- (iv) carry out necessary topographic surveys for design and documentation works; establish control points, benchmarks and reference beacons as required to prepare detailed engineering designs and to enable construction quantities.
- (v) review the need for road safety measures based on the findings of the road safety output and design the road safety features appropriately.
- (vi) review the need for climate/disaster resilience measures based on the findings of the project climate risk and vulnerability analysis and incorporate in design accordingly;
- (vii) recommend specifications for road construction and apply any modifications that are essential;
- (viii) assist in the preparation of construction schedules showing anticipated progress of works and expenditures for the rehabilitation contract package. The schedules will reflect seasonal weather effects at the work sites;
- (ix) assist the Environmental specialist with the incorporation of EMP measures in detailed design and to mitigate adverse environmental impacts including those encountered during construction;
- (x) prepare practical and cost-effective pavement designs on the basis of condition surveys, projected traffic levels, pavement structure studies, and axle load considerations, as determined from activities above and from any previous studies.
- (xi) ensure deliverables comply with relevant MRD technical requirements, ADB conditions and the terms of the assumptions in the cost benefit analysis;
- (xii) ensure that the bid documents for road rehabilitation works include specific provisions to avoid and/or minimize resettlement and disruption and/or damage to local settlements due to construction;
- (xiii) prepare contract drawings for the road works; including road plans, longitudinal profiles, cross-sections, and others for rehabilitation works. Road plans should include all existing features.
- (xiv) assist with the preparation of road improvement bid documents.
- (xv) assist with preparation of tender documentation suitable for procurement in accordance with ADB's Procurement Guidelines.
- (xvi) assist with the appraisal of road improvement bids as part of the bid evaluation process.
- (xvii) assist with the evaluation of the capacity of road improvement contractors.
- (xviii) assist with on-the-job training to engineers appointed to the PMUs and project implementation units.

**(c) Materials Engineer – International, 10 person-months**

91. The civil works comprise the improvement of existing earth or gravel surfaced roads to a bitumen sealed standard using a DBST, including placement as necessary of sub-base and road base, using unbound materials for the road pavement. It is expected that applying stabilization techniques will reuse the existing road structure including the remaining gravel-wearing course. The works do not permit widening of the existing road structure. The works also involves replacement or repair of existing cross drainage and the placement of some new culverts. It also

involves repair replacement of small bridges at existing locations.

92. The materials engineer will be fully experienced in the materials and process involved for the improvement of the project roads including the use of unbound (aggregate and natural materials) and hydraulically bound pavement materials and the use of bituminous surface treatments.

93. The Materials Engineer will also be fully experienced with materials selection and processing for cross drainage structures, and for bridge works and all other concrete works.

94. A Materials Engineer with 15 years' experience is required. Experience with materials used for paved roads and structures are essential. He or she should have experience, as the materials engineer, in road rehabilitation projects of DBST paving with a capacity building output/s, and with extensive experience in Cambodia or countries within similar geographical areas in the region.

95. The Materials Engineer will:

- (i) During the detail design stage, review existing information and conduct site visits, select potential materials sources and propose their usage for the detail design.
- (ii) Conduct a suitable laboratory program to test materials as necessary for this stage of the project design, especially for stabilized materials.
- (iii) Establish a testing regime for the construction phase that complies fully with the range of materials that will be used for the project roads.
- (iv) During the construction (intermittently) oversee the use of materials to ensure they meet quality standards required.
- (v) Determine the materials requirements for a cement concrete pavement trial to be located on one of the project roads.
- (vi) Work closely with the national materials engineer to ensure at all times that a suitably competent and experienced materials engineer is on-hand to work with the resident engineers.

**(d) Structural Engineer – International, 3 person-months**

96. There are a number of bridges on the roads that are to be improved. Some are of timber construction and others are very narrow or deteriorated. These will be replaced with wider bridges with 8m. The structural engineer will be a civil engineer with professional engineer license with minimum BSc. degree with 10 years' experience. He or she should have experience, as the structural engineer, in road rehabilitation projects with a capacity building output/s, and with extensive experience in Cambodia or countries within similar geographical areas in the region. He or she is required to:

- (i) Inspect the bridges and confirm those that require replacement, and any repairs required on other bridges.
- (ii) Work closely with the national hydrological engineer to determine adequacy of the structural design.
- (iii) Prepare the detailed design for the repair or replacement of bridges, as required.
- (iv) Prepare detail design documentation suitable for bidding documents.

**(e) Environment Specialist – International, 3 person-months**

97. The environment specialist will have a suitable international environmental qualification with 10 years' experience, have experience on ADB assisted projects, and demonstrate significant experience on environmentally sensitive areas and issues in Cambodia or countries within similar geographical areas in the region.

98. The environment specialist will provide approximately 0.7 month of services during detailed design stage and approximately 2.3 months of services during construction supervision period.

99. For the Project roads the environment specialist will:

- (i) ensure that environmental and climate change adaptation design measures are specified in the EMP are incorporated in the detailed design;
- (ii) ensure that the ADB-approved initial environmental examination (IEE) and EMP are updated to reflect the detailed engineering design and the EMP is included in the bid and contract documents for civil works;
- (iii) coordinate with the Social Development/Safeguards Specialists (international) in preparing environmental safeguards training materials and train SEO staff in the scope and detail of their responsibilities so they can inform and train staff of other offices of MRD and PDRDs. This will include drafting the safeguards monitoring checklists, reports outline and data collection requirements for these reports, Grievance Redress Mechanism (GRM) templates (GRM form, grievance log, reporting, processing etc.);
- (iv) undertake environmental training for the MRD/SEO staff and Contractors to build their capacity on environmental management and monitoring. The training will be implemented through workshops and on the job training. A training workshop on ADB safeguards, provisions of the EMP and GRM will be provided before works start and at intervals, as needed.
- (v) as required in the EMP, monitor implementation of environmental mitigation measures and environmental performance of contractors and effective implementation of the GRM and assist MRD in the preparation of semi-annual environmental monitoring reports for submission to ADB. The monitoring reports shall describe the progress of implementation of each environmental mitigation measure specified in the EMP, compliance issues, and corrective actions and updates on the GRM.

**(f) Procurement Specialist – International, 4 person-months**

100. The Project involves the procurement of both goods and civil works. To undertake these activities, to entirely meet the ADB procurement guidelines, a civil engineer with minimum BSc. degree with 10 years' experience is required. The specialist will be experienced specifically with the ADB requirements for successful procurement and should demonstrate significant experience on procurement issues in Cambodia or countries within similar geographical areas in the region. A national procurement specialist will support the specialist.

101. The activities include but are not limited to:

- (i) The procurement of six civil works packages through open bidding procedures. Within the procurement of these civil works internationally, suitable and appropriate smaller scale civil works will be specifically identified for procurement.

- These separate small contracts will permit works to be undertaken by provincial, local and community-based contracts.
- (ii) In conducting the procurement process the specialist will first prepare a detailed plan showing all of the processes to be adhered to and all-time schedules, such that the process is entirely defined. It must also give guidance on what must not be done such that the procurement process could be placed in jeopardy.
  - (iii) The specialist will work closely with the DDIS Team Leader and with the PMU through the PMU Director and in particular with the MRD procurement Officer and with the Procurement committee(s).

**(g) Social Development and Safeguards Specialist – International, 2 person-months**

102. An expert with a minimum of bachelor's degree in a social science and 10 years' experience in social safeguards, resettlement, indigenous peoples planning work is required. The specialist should demonstrate significant experience on resettlement, indigenous peoples safeguards and voluntary land donation issues in Cambodia or countries within similar geographical areas in the region. A national social safeguard and indigenous peoples specialist will support the international specialist. The international social safeguards specialist, tasks will include but not limited to the following:

- (i) assist with the planning and design functions for effective operation of the SEO at MRD. It will include support in drafting the safeguards monitoring reports outlines and data collection requirements for these reports, GRM templates (GRM form, grievance log, reporting, processing etc.);
- (ii) close cooperation with the engineering team and Inter-Ministerial Committee (IRC)/GDR, and presence on site at the detailed design stage to ensure avoidance of the land acquisition and resettlement impact;
- (iii) assist MRD in implementing the Community Participation Framework including conducting consultations, transect walks, surveys and monitoring and record keeping of the voluntary donation cases;
- (iv) ensure cases of voluntary donation are timely reported to ADB and addressed in line with the provisions agreed with ADB (selection criteria, external party monitoring, adequate documentation) and timely reported to ADB;
- (v) assist MRD/SEO to ensure project level GRM is inclusive, gender and culturally sensitive and/or responsive, and is acceptable to ADB in line with the ADB Safeguard Policy Statement;
- (vi) conduct training need assessment, design and implement training programs and prepare training materials for SEO and provincial PMUs specific to consultation and participation, social safeguards, and management of social risks and vulnerabilities (including HHTPP training programs and materials in gender and development should be relevant to the project, and more generally to rural development);
- (vii) coaching and mentoring the SEO staff to enable them to train staff of other offices of MRD and PDRDs, ensure systems are set up for effective implementation, monitoring of, and reporting on the project safeguards status; and
- (viii) provide inputs for collection, analysis, and use of baseline sex-disaggregated data on the cases of voluntary land donation including record keeping.

103. Document any steps taken to avoid resettlement impacts. Prepare options for discussion with other team members to minimize resettlement effects. Assist the team in the voluntary donation screening for the project roads and as per agreed community participation framework

and ADB Safeguard Policy Statement, preparing social safeguards due diligence reports covering involuntary resettlement and indigenous peoples, and monitoring and reporting of resettlement and indigenous peoples-related issues. Report any unanticipated impact that may lead to involuntary resettlement impact or indigenous peoples impact to MRD and propose measures to avoid such impacts or exclude the roads from financing.

**(h) Gender Specialist – International, 2 person-months**

104. The consultant will have at least 7 years of experience as a gender and development expert with significant experience working in Cambodia and/or countries with similar geographical areas. He or she will have significant expertise in gender and rural roads and/or rural development. He or she will be responsible for supporting the implementation of the project LGAP at very strategic moments (to be determined by the PMU and team leader) and ensure adherence to ADB's Gender and Development Policy. The expert will work closely with the national gender specialist. The specific tasks include the following:

- (i) Provide orientation and guidance to the national gender consultant and relevant staff (especially in SEO and PMU) on the LGAP and the gender requirements and set-up M&E system for LGAP monitoring and reporting at the early stage of the project;
- (ii) Provide substantive technical support and guide SEO to conduct a gender-sensitive socioeconomic survey with sex-disaggregated data;
- (iii) Train and coach SEO staff on how to design and conduct a gender-sensitive socioeconomic survey including questionnaire's design, data collection (data disaggregated by sex and other possible factors), analysis and report's preparation;
- (iv) Provide support for ADB review mission teams to ensure that LGAP implementation is being adequately assessed and reported on in particular for inception mission, mid-term review and completion mission;
- (v) Document a LGAP achievements report for the project mid-term review and completion, including document case studies/best practices for publication on ADB website/platforms.

**(i) Transport Economist – International, 2 person-months**

105. Under the overall direction of the Team Leader, the International Transport Economist will lead the economic analysis and benefit monitoring during and after construction of project roads under ADB financing. The specialist with a bachelor's degree in economics should have 10 years' experience specifically with the ADB requirements on economic analysis, adequately. The specialist should demonstrate significant working experience in Cambodia or countries within similar geographical areas in the region. The activities of this position include, but are not limited to, the following:

- (i) based on the current project's design and monitoring framework (DMF), prepare a benefit monitoring evaluation framework, discuss with the PMU and ADB and finalize all monitoring indicators and obtain baseline data for all indicators within 9 months after the loan effectiveness. The consultant will collect traffic volume data before and after construction by conducting traffic counts on the project roads under ADB financing to determine the daily average traffic volumes.
- (ii) conduct economic analysis of the project roads under ADB financing based on HDM-4 model and conduct risk and sensitivity analyses in line with ADB's Guidelines for Economic Analysis of Projects (1997).
- (i) provide an economic analysis report of satisfactory quality, to be in the form of

- main text for a final completion report and appendixes of an PCR.
- (ii) Assist transport sector specialist to complete a roadmap for the future rural road investments from economic perspective.

**(j) Transport Sector Specialist – International, 1 person-months**

106. The consultant will be minimum BSc. degree with 10 years' experience in the transport sector assessment. He or she will prepare a roadmap for the future rural road investment based on the analysis of current situation. The specialist should demonstrate significant working experience in Cambodia or countries within similar geographical areas in the region. The activities of this position include, but are not limited to, the following:

- (i) analyze current situation of the rural roads and other roads (national/provincial).
- (ii) refer to upstream strategies and government plans.
- (iii) provide issues and mitigation measures.
- (iv) describe a roadmap for the rural roads for future investments.
- (v) prepare an implementation plans.

**(ii) NATIONAL DDIS TEAM for ADB financing**

**(a) Road Design Engineer – National, 8 person-months**

107. A civil engineer with professional engineer license with minimum BSc. degree with 15 years' experience will be required to be the road design engineer and to undertake the role of Deputy Team Leader. The expert should have project experience of road rehabilitation with DBST paving with a capacity building output, and experience working with international organizations. Duties as the road design engineer will be undertaken to assist in the preparation of the detailed design.

**(b) Materials Engineer – National, 36 person-months**

108. An engineer with 10 years' experience will be required to be the materials engineer (national). Experience of the materials quality requirements for paved roads is essential. Knowledge and experience of working with road building materials is necessary, while the expert should have project experience of road rehabilitation with DBST paving with a capacity building output, and experience working with international organizations. The duties as the materials engineer will be to assist in the preparation materials aspects of the detailed design and to guide and undertake laboratory and field investigations to prove the quality of materials used in the Project. The materials engineer will act under the direction of the international materials engineer and will fully support the Project in the selection, assessment and approval of materials for use by the project.

**(c) Structural Engineer – National, 3 person-months**

109. A civil engineer with professional engineer with minimum BSc. degree with 15 years' experience will be required to be the structural engineer (national). The expert should have project experience of road rehabilitation with DBST paving with a capacity building output, and experience working with international organizations. The structural engineer will work under the direction of the Structural Engineer international and is expected to fully competent to independently undertake all aspects of the work.

**(d) Surveyor – National, 12 person-months**

110. A professional surveyor with 10 years' experience will be engaged under the DDIS team. The experts should have project experience of road rehabilitation with DBST paving with a capacity building output, and experience working with international organizations. The surveyor's role will be as follows:

- (i) conduct topographic and other surveys as a component of the detailed design; and
- (ii) support the resident engineer's office at the commencement and completion of civil works at each job site (project road) to determine measurement procedures and accuracies required.

**(e) Quantity/Cost Engineer – National, 36 person-months**

111. A quantity/cost engineer with 10 years' experience will be required to be the quantity/cost engineer (national). Experience of the quantity and cost estimates for paved roads is essential. Knowledge and experience of working with road design is necessary, while the expert should have project experience of road rehabilitation with DBST paving with a capacity building output, and experience working with international organizations. The duties as the quantity/cost engineer will be: (i) to prepare detailed cost estimates of the detailed design of the Project roads and (ii) to check quantity and cost for variations of the works and monthly statements of civil works contracts.

112. The Quantity/Cost Engineer will undertake the following tasks:

- (i) prepare detailed cost estimates including bills of quantities of civil works contract packages;
- (ii) assist preparing contract drawings for the road works; including road plans, longitudinal profiles, cross-sections, and others for rehabilitation works;
- (iii) review and analysis of weekly report and monthly report of civil works contracts;
- (iv) collect information on work done quantities, material on site;
- (v) review and calculate monthly statements submitted by contractors;
- (vi) regular update of overall project cost estimates by completion;
- (vii) estimate required quantities and costs of variations for civil works contracts;
- (viii) prepare yearly budget plan for implementation and necessary financial documents.

**(f) Hydrologist – National, 3 person-months**

113. A hydrologist will work closely with the Team Leader and international and the national structural engineers and the road design engineer during the detailed design stage to review documentation, measure and advise on the adequacy of the existing drainage structures with respect to their position, alignment and capacity to ensure any deficiencies are detected and rectifications are included in the detailed design. The expert should have 15 years of project experience of road rehabilitation with DBST paving with a capacity building output, and experience working with international organizations.

**(g) Transport Economist – National, 2 person-months**

114. Under the direction of the Team Leader, National Transport Economist assists international transport economist. The specialist should have 10 years' experience economic analysis specifically with the ADB of this position include, but are not limited to, the following:

- (i) visit the proposed rural roads for rehabilitation as advised by the DDIS for ADB financing road engineer and assist international transport economist in discussing



- with MRD staff and other development partners, etc. to obtain data necessary for the tasks;
- (ii) collect a set of basic road deterioration and road user related data, to determine the economic indicator requirements on economic analysis, adequately. The specialist should demonstrate significant working experience in Cambodia working with international organizations. The activities have to be suited with the current situation and necessary for HDM-4 analysis; and
  - (iii) assist international transport economist in updating economic analysis of the project rural roads under ADB financing based on HDM-4 model and conduct risk and sensitivity analyses in line with ADB's Guidelines for Economic Analysis of Projects (1997).
  - (iv) assist international transport economist and international sector assessment specialist in collecting information on a roadmap for the future rural road investments.

**(h) Resident Engineer (5 persons) – National, 180 person-months total**

115. The resident engineers will be assigned for civil work package(s). The resident engineer will be a civil engineer with 15 years' experience in the improvement of paved roads. The expert should have project experience of road rehabilitation with DBST paving with a capacity building output, and experience working with international organizations. The resident engineers will fully support all aspects of the civil works.

**(i) Environment Specialist – National, 15 person-months**

116. The environment specialist will have a suitable qualification in environment, science, engineering or management and will have 10 years overall experience, including experience on projects assisted by ADB and/or similar international organizations. The specialist will work under the direction and support tasks of the International Environment Specialist. The national environmental specialist will support SEO with monitoring of implementation of environmental mitigation measures and environmental performance of contractors and effective implementation of the GRM and assist in the preparation of environment sections of quarterly project progress reports and semi-annual environmental monitoring reports for submission to ADB. The monitoring reports shall describe the progress of implementation of each environmental mitigation measure specified in the EMP, compliance issues, and corrective actions and updates on the GRM.

**(j) Procurement Specialist – National, 4 person-months**

117. A suitably qualified national procurement specialist with 10 years' experience in Cambodia will be engaged to support the international procurement specialist in all aspects of the procurement process. The procurement specialist will have significant experience working on ADB assisted projects in Cambodia as the procurement specialist and experience working with other international organizations. The specialist will be fully conversant with the national standard operating procedures, financial management procedures and procurement guidelines of the government.

**(k) Social Development and Safeguards Specialist – National, 15 person-months**

118. RRIP III is expected to bring significant benefits to rural residents in five Cambodian

provinces by reduced travel times, less arduous journeys and better connectivity to the national road network. It is intended that the benefits to local populations are maximized, and to ensure that the benefits are equally shared by men and women. The main role of the social, development and safeguards specialist is to support MRD and SEO in the implementation, monitoring of, and reporting on community participation framework, implementation if/when needed and reporting as well as implementation of the HHTPP under the guidance of the International Social Development and Safeguards Specialist. He or she will support and assist the International Social Development and Safeguards Specialist to achieve the requirements included in his/her TOR, but are not limited to, the following:

- (i) work with the MRD and SEO to screening of voluntary donation and indigenous peoples' issues, update due diligence reports, and conduct training for the PMU, PDRDs, and the new SEO in these issues;
- (ii) support MRD/SEO in establishing local project GRM and its composition. Ensure affected persons are represented in the Grievance Redress Committee, grievance logs are timely and adequately maintained and grievances recorded;
- (iii) ensure GRM data is included in the progress reports, including type and status of complaints, complaints pending resolutions with relevant explanations, and are integrated into the project performance, monitoring, and reporting system;
- (iv) coordinate with other specialists during subproject preparation and implementation; and
- (v) support SEO staff to ensure resettlement and indigenous peoples issues identified during the detailed design and/or construction are timely reported to ADB and GDR if needed, mitigations measures are agreed and implemented to prevent delays in project implementation and ensure compliance with the ADB Safeguard Policy Statement.

119. The specialist will have suitable qualification in social aspects related to resettlement safeguards, and will have 10 years' overall experience, including experience on projects assisted by ADB and experience working with other international organizations.

120. Labor-based road construction and maintenance is an area with significant potential for gender mainstreaming and greater gender equality in road construction and maintenance can provide significant social benefits to the households and communities that are involved. Measures to effectively mainstream gender in rural road activities include:

- (i) capacity development activities to promote better understanding of the differential gender impact of poor infrastructure and of the social benefits of improving it (related to gender differences in the purpose of travel and travel patterns, and in mobility outside the home and outside the village);
- (ii) mandatory recruitment procedures or quotas in minor works contracts, preceded by sensitization activities targeting both men (to encourage them to allow female family members to participate) and women (to inform them of opportunities);
- (iii) a requirement that contractors recruit a new workforce at regular intervals (e.g. every 5 km) to maximize employment creation and to ensure that women are not discouraged by excessive travel distances; and
- (iv) equal pay for equal work for both men and women, with a requirement that contractors to submit time sheets that are disaggregated by gender

121. The Project will implement HHTPP to mitigate the potential HIV-related impacts of road construction on rural communities. With the guidance provided by the international Social Development/Safeguards Specialist and SEO, the specialist will assist the Project to ensure:

- (i) the Project implements a human trafficking awareness and prevention program;

- and
- (ii) the baseline socio-economic survey includes the collection of sex-disaggregated data.

**(I) Gender Specialist – National, 15 person-months**

122. The consultant will have at least 7 years of experience as a gender and development expert and well-understanding of the requirements related to the project's gender action plan implementation in ADB financed projects. He or she will be more independent to support/assist in the implementation of the project LGAP and ensure adherence to ADB's Gender and Development Policy. The expert will work closely with an international gender specialist who will provide support on more specific tasks at strategic moments. The specific tasks include but are not limited to the following:

- (i) Provide the necessary support to the project partners and SEO with regards to LGAP implementation, including orientation and training on the role of the LGAP in enhancing project effectiveness, in LGAP activities and implementation mechanisms, and the implementing agencies' responsibilities in ensuring LGAP implementation, monitoring, and reporting;
- (ii) Work with SEO and PDRDs to ensure that an annual LGAP implementation plan is prepared and reflected in the project annual plan and budgets, and ensure SEO and PDRDs have a good understanding of the LGAP implementation plan and are able to monitor it;
- (iii) Establish links and cooperation between the SEO and MRD's Gender Working Group;
- (iv) Work closely with MRD's Gender Working Group to ensure that LGAP major targets and/or actions will be integrated in the revised MRD Gender Mainstreaming Strategic Action Plan;
- (v) Establish sex-disaggregated data and ensure the gender indicators in the DMF and LGAP are integrated into the project performance, monitoring, and reporting system;
- (vi) Coordinate with other specialists during subproject preparation and implementation;
- (vii) Conduct training need assessment, design and implement training programs and prepare training materials for SEO and provincial PMUs. Training programs and materials in gender and development should be relevant to the project, and more generally to rural roads and rural development;
- (viii) Provide training for project staff at all levels on LGAP and implementation of LGAP activities and maintain the desired level of gender awareness. Training will include contractors;
- (ix) Coaching and mentoring of the SEO (especially its gender staff and management) and PDRD gender focal staff to support their capacity to implement, monitor, and report of the LGAP. SEO should be capable to implement the LGAP, monitor, and report on its progress on its own towards the end of the project without any support from gender consultants;
- (x) Provide the necessary support to the implementation of the community-based LGAP activities such as road safety, HIV and anti-trafficking activities;
- (xi) Conduct regular field trips with the SEO gender staff whenever possible to monitor LGAP implementation, collect quantitative and qualitative data on progress on LGAP targets and indicators, and prepare progress reports;
- (xii) Review LGAP activities based on monitoring inputs;

- (xiii) Provide support for ADB review mission teams to ensure that LGAP implementation is being adequately assessed and reported on;
- (xiv) Act as the main focal point/contact for all gender-related activities between the project, the implementing agency, the ADB resident mission, NGOs, and other consultants;
- (xv) Prepare and conduct before and after surveys to assess project gender impacts;
- (xvi) Document case studies and/or best practices for publication through the project website;
- (xvii) Participate in and prepare the LGAP achievements report for the project midterm review and completion;
- (xviii) Monitor to ensure that gender equality labor standards/laws are being effectively implemented;
- (xix) Assist in conducting a gender responsive socioeconomic survey with sex-disaggregated data and provide the necessary follow-up in this respect;
- (xx) Monitor project implementation with the view to identifying any unanticipated risks and/or negative gender impacts. If such risks and/or impacts eventuate, adjust, adapt, and/or develop project activities to implement appropriate mitigation measure. assist MRD/SEO to ensure project level GRM is inclusive, gender and culturally sensitive/responsive and is acceptable to ADB in line with the ADB Safeguard Policy Statement;

**(m) De-mining/UXO Specialist – National, 2 person-months**

123. A land mine or unexploded ordnance risk is widespread in Cambodia including the provinces in which the proposed project will be conducted. The works are to improve existing roads and much of the work will be carried out within the width of the existing roads. Nevertheless, a risk remains. Deep seated mines may be exploded by heavy construction equipment and shallow ordnance may be uncovered during the works. Although maps exist to give a first indication of the level of risk, and many areas will have already been cleared by the Cambodian authorities and other organizations the evidence of clearance must be established.

124. A Cambodian expert with 10 years in-country experience will be engaged within the DDIS team to determine the level of risk for any particular project road or area and advice on the need for clearance. The expert should have project experience of road rehabilitation with DBST paving with a capacity building output, and experience working with international organizations. Clearance must be carried out by expert firms who will certify that areas are cleared.

125. Construction activities will attract the attention of the local communities and children frequently watching the works from nearby. For these and other reasons, a public information program will be undertaken within the local communities to prepare and advise them of the risks. The workers of the implementing consultants and the civil works contractors as well as others associated with the project will also be taught and advised of the risks.

- (i) assessing the exposure of UXO in project roads before any works starts including a suitable sampling survey of the project roads, as necessary and to ensure the safety of the Project site team(s) involved in the detailed design;
- (ii) preparing the necessary documentation for any clearance that is required which will be undertaken through the civil works contracts, by the engagement by the contractor of qualified local clearance firms;
- (iii) prepare a suitable information program for project staff and visitors to ensure they are fully aware of any de-mining or UXO risks before they visit (on visiting the work sites); and

- (iv) prepare a suitable information program for the public within the areas where there is a perceived de-mining UXO risk, before the commencement of any works.

**(n) Resident Inspector/Survey (5 persons) – National, 180 person-months total**

126. A team of resident engineer's inspectors will be assigned to each civil works package to work under the direction of the Resident Engineer (international). Each inspector/survey person will have at least 10 years' experience and experience working with international organizations. Collectively, they will be experienced in all of the tasks required to ensure the quality of the civil works including but not limited to supervision of the testing laboratory, supervision of field testing to meet end-product specifications, correct use of plant and equipment, and survey of works for the determination of quantity for payment in accordance with the bill of quantities and specifications for the civil works.

**g. Facilities**

127. A furnished main office in Phnom Penh and its utilities for the consultant will be provided by the MRD. Transport and accommodation of the consultant's full-time, short-term, international, and domestic staff will be financed under the consulting services contract. One main site office, material testing laboratories, field transport, and their maintenance, as well as utilities will be provided through the six civil works contracts under ADB financing.

**h. Reports**

128. The consultant will submit reports to MRD and ADB as shown in Table 15 below.

**Table 15: Reports to be submitted to the MRD and ADB**

	MRD	ADB
Inception Report (month 3)	3	3
Monthly Progress Reports	3	3
Quarterly Reports	3	3
Project Completion Report	3	3

ADB = Asian Development Bank; MRD = Ministry of Rural Development.

**VII. SAFEGUARDS**

129. **Prohibited investment activities.** Pursuant to ADB's Safeguard Policy Statement, 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.

130. **Project safeguards grievance redress mechanism.** MRD's PMU will establish the project safeguards GRM in accordance with the EMP and Social Safeguards Due Diligence Report within 60 days of the loan effectiveness date. The GRM comprises a set of clear procedures to receive, record, and address any safeguard related concerns which may arise during project implementation. The contact details of project GRM entry points (contractors, PMU/SEO) will be displayed at active construction sites and affected communes. The SEO will carry out regular consultation with stakeholders and affected persons and monitor log books to ensure grievances are logged and addressed satisfactorily and in a timely manner. All contractors and works staff will be briefed on the project safeguards GRM by the SEO. The PMU/SEO will report complaints and their resolution to ADB in quarterly project progress reports and safeguard

monitoring reports.

131. **Environment.** The project is confirmed as category B. An IEE and an EMP, that covers all project roads, has been prepared. Works will be limited to the existing right of way so negative construction environmental impacts will be short-term and localized, such as access and traffic disruption, noise and dust. Potentially sensitive environmental receptors along road corridors, such as villages, schools, pagodas, river crossings have been identified and specific mitigation measures identified.

132. **Environmental management plan.** The EMP defines mitigation measures; supervision, monitoring and reporting requirements; public consultation and grievance redress procedures; institutional strengthening and capacity building. Environmental monitoring will be carried out to evaluate: compliance with EMP requirements and relevant Cambodian laws and regulations; and overall effectiveness of the EMPs. The IEE and EMP will be updated based on the detailed engineering design and cleared by ADB. The PMU will work with the DDIS Consultants and SEO to ensure the bidding documents include the EMP and detailed instructions to bidders on requirements for construction package-specific contractor EMPs (CEMP).

133. **Implementation of the EMP.** MRD through their SEO and PDRDs are responsible for implementation of the EMP with technical support from DDIS Environmental Specialist. The SEO have built up capacity through the implementation of the two previous projects (RRIP and RRIP II) and identified priority training needs for RRIP3 during consultation meetings with ADB. An International Environment Specialist (3 months) and National Environment Specialist (15 months) will be recruited as part of the DDIS consultant services. The DDIS Environment Specialists will provide training for SEO, PMU, project implementation unit, and Contractors and technical support for implementation of the EMP and on environmental monitoring and reporting to ADB. Contractors will be required to develop site specific construction EMPs based on the EMP and will include qualified staff with assigned responsibility for CEMP implementation and managing occupational and community health and safety standards. Each works contractor will submit monthly progress reports to the project implementation units (PIU). These reports will include reporting on CEMP implementation.

134. The SEO with support of the DDIS Consultants will supervise the implementation of the EMP and CEMPs, ensuring contractors' compliance with environmental management requirements, carrying out consultation with stakeholders and affected persons, ensuring project information disclosure, coordinating the GRM and preparing inputs for the quarterly project progress reports. The DDIS Consultants with support of the SEO will undertake semi-annual site audits and prepare environmental monitoring reports to be submitted to ADB. ADB will review and supervise project performance against the commitments of the EA in the legal agreements. If any of the safeguard requirements are found not to be satisfactorily met, ADB will require SEO and/or contractors to develop and implement an appropriate corrective action plan. If unanticipated environmental impacts become apparent during project implementation, ADB will advise and require the executing agency to (i) assess the significance of such unanticipated impacts; (ii) evaluate the options available to address them; and (iii) prepare or update the IEE and EMP.

135. The Project's climate risk without mitigation is classified as medium. The key climate risk is increased intensity and frequency of heavy rainfall events. The most vulnerable provinces are Prey Veng and Svay Rieng. The climate risk and vulnerability analysis recommended that the existing rainfall intensity factor used as the basis of design is increased by 20%. The preliminary design integrates measures enhance climate resilience, such as raising embankments and providing cross drainage. These measures amount to \$4.5 million, or 10.9% of the civil work cost.

The design parameters, measures and costs will be refined during detailed design.

136. **Indigenous peoples (category C).** The project is categorized as C for indigenous peoples. The Government ensured that the project would not finance any road entailing impact on ethnic minorities or indigenous peoples based on the due diligence. The due diligence report will be updated upon completion of detailed engineering design to ensure no impact on ethnic minorities and indigenous peoples and submitted to ADB for review and concurrence. The communities will largely benefit from the improved paved rural road resulting from such benefits as reduced exposure to dust and improved health.

137. **Involuntary resettlement (category C).** The project is categorized as C for involuntary resettlement impacts. Based on preliminary design, a poverty and social assessment due diligence was carried out. Additional resettlement due diligence with walk-over surveys has been carried out to confirm that there will be no land acquisition and resettlement impacts, as the construction works will be located within the boundaries of existing right of way assigned to rural roads and owned by the MRD, on government land. The MRD prepared the community participation framework (CPF)<sup>15</sup> with criteria for voluntary land donation, in some cases of minor realignment, which will require narrow strips of land to be made available. Impact on structures will be avoided through road design modifications. Specific requirements for meaningful consultations with communities are provide in the CPF. The Government ensured that the project would not finance any road entailing involuntary resettlement or land acquisition, and that the due diligence report will be updated upon completion of the detailed engineering design to ensure no resettlement or land acquisition impact and submitted to ADB for review and concurrence.

### VIII. GENDER AND SOCIAL DIMENSIONS

138. Women comprise 51% of Cambodia's total population (Government of Cambodia 2008) and they head more than one-quarter of Cambodian households, with the vast majority of the population (80.5%) living in rural areas and earning a living from agriculture/farming. Cambodian society remains largely patriarchal and hierarchical, with strong traditional norms that assign higher status to men. Disparities between men and women in resources, decision-making power, and basic social well-being, coupled with poverty constrain inclusive, sustainable economic and social development. Women in farming, selling, livestock raising, and working in garment factories. In addition to economic activities, women and girls perform traditional roles (i.e., cleaning, fetching water, cooking, laundry, etc.). Men are considered as household heads, although women can own assets, manage financial transactions and participate in decision making. Women identified the following key concerns during project preparation (i) need to improve roads as it is difficult to access services and markets during wet season; (ii) inconvenient and long travel time when going to work, health centers, markets, farm, pagoda/church, when bringing their young children to and from school and fetching them back home ; (iii) dust from the roads results in respiratory illnesses and worsens chronic conditions such as asthma for children, sick and elderly people, (iv) high number of children (boys and girls) drop-out of school in lower and secondary levels in order to work; (v) increasing number of local people including women migrate to other provinces and to neighboring countries in search for better employment opportunities and higher wages; as there are limited job opportunities in rural areas; and (vi) women carry the double burden of performing traditional household chores, including taking care of children, sick and elderly household members, and at the same time they also work in farming and other economic activities.

---

<sup>15</sup> Community Participation Framework (accessible from the list of linked documents in Appendix 2 of the RRP).

139. Overall, the women expressed support for the project and all proposed outputs and components. Improved roads will provide people including women and children with better access to their place of work and social services/ facilities (i.e., markets, hospitals, schools, etc.). They will shorten travel time and allow women to utilize time for more productive activities. Project generated employment will give women the opportunity to work and earn to augment their household's income and increase their level of knowledge and skills in civil works. The planned road safety and HIV/AIDS and human trafficking prevention activities will bring benefit to women and children and mitigate potential risks from the project. Concerns raised by women during construction include (i) some trees, fence and shops might be affected during the road clearing, (ii) school children's safety during and after road construction; (iii) environment impacts (i.e. noise, dust, traffic disturbance, etc.) during the construction; and (iv) contractor's non-compliance of core labor standards including discrimination of women when hiring labor force during the construction stage.

140. The project is classified as effective gender mainstreaming and an LGAP has been developed in accordance with the ADB Policy on Gender and Development (1998) and the laws of the Royal Government of Cambodia. It aims to enhance the gender equality benefits of the project as well as to strengthen national systems by closely aligning to the national gender priorities outlined in the forthcoming the Ministry gender mainstreaming strategic/action plan.

141. It presents the specific activities and indicators to ensure social inclusion and will benefit the local people including women, affected persons, and low-income households living in the project areas. The project will give benefits both women and men in terms of providing job opportunities during civil works, training, participation during meetings, training, and other activities that will be conducted in all stages of the project.

142. **Implementation Arrangement.** The MRD, PMU and PIUs, will be accountable for the implementation, monitoring, and reporting of the LGAP. The SEO staff will be assigned to be a gender focal points in the PMU. Each PDRD will assign a gender focal point and will incorporate LGAP monitoring tables and include gender related achievements in the quarterly progress reports to the PMU. The progress on LGAP implementation will be regularly monitored and reported on together with the quarterly project progress reports. Gender specific and sensitive indicators (included in the DMF and the LGAP) will be integrated as part of the project performance and monitoring. Sex-disaggregated data and gender specific information will be collected wherever relevant during project implementation to enable the project management to monitor the achievement of the gender targets. The midterm review mission will include an assessment of gender related achievements and constraints to LGAP implementation and propose, if required, adjustments for better Project performance. A summary of gender equality results and achievements will be prepared and included in the project completion report and contain both qualitative and quantitative data and information.

#### LABOR AND GENDER ACTION PLAN

Project Output	Proposed Activities and Targets	Agency / Person Responsible
Output 1:  Rural roads improved	<p><b>Civil works:</b></p> <p>(i) Civil works contractors will prioritize the use of local and female unskilled labor where possible;</p> <p>(ii) All bidding documents include an obligation of the contractors to ensure equal pay for work of equal value, no child labor, and requirement of hiring unskilled female workers;</p> <p>(iii) Contractors hire women for at least 25%<sup>1</sup> of the required unskilled labor days<sup>2</sup> (2017 baseline: 0)</p>	<ul style="list-style-type: none"> <li>- SEO</li> <li>- PDRDs</li> <li>- Consultants</li> <li>- Contractors</li> <li>- Local authority</li> </ul>



Project Output	Proposed Activities and Targets	Agency / Person Responsible
	<p>(iv) Unskilled men and women workers receive equal pay for work of equal value (daily wage for women and men unskilled laborers);</p> <p>(v) Contractors will not hire child labor;</p> <p>(vi) 50% of local women participate in awareness raising and training sessions using the MRD <i>Ready for Roads</i> tools and outreach materials (2017 baseline: 44%);</p> <p>(vii) A sex-disaggregated registry of local unskilled labor will be available for contractors, and PDRDs will be able to track the use of local labor;</p> <p>(viii) Contractors will ensure strict implementation of the safeguard measures during civil works and at the camp sites, including wearing personal protection equipment, hard hats, gloves, safety boots, separate toilets, etc.;</p> <p><b>Gender responsive physical designs:</b></p> <p>(i) Road shoulders will have a sub-base materials/backfill sub-base materials surface enabling carts with wheels to reduce the burden on women and girls who carry water, and for facilitating their access to market, and school in rural areas;</p> <p><b>Institutionalization of gender mainstreaming:</b></p> <p>(i) Working with the MRD's gender working group to ensure that LGAP major targets and/or actions will be integrated in the revised MRD Gender Mainstreaming Strategic Action Plan; The gender consultants hired under this project will provide training, coaching and mentoring sessions on gender, gender mainstreaming in rural roads and rural development and on LGAP requirements to the SEO, and especially its gender staff and management;</p> <p>(ii) SEO is capable to implement, monitor and report on the LGAP with minimal support from project gender consultants by 2025 (2017 baseline: gender consultants prepare the LGAP progress reports under ongoing RRIP II);</p> <ul style="list-style-type: none"> <li>• Towards the end of the project (2023-2025), SEO monitors and reports on the LGAP on its own without any support and/or involvement from project gender consultants; and</li> </ul> <p>(iii) The number of SEO staff increased by 4 (50% are women) by 2019 (2017 baseline:7, 3 women).</p>	
<p><u>Output 2:</u></p> <p>Rural road asset management improved</p>	<p><b>Women's involvement in road maintenance:</b></p> <p>(i) Civil works contractors will prioritize the use of local unskilled labor for O&amp;M where possible;</p> <p>(ii) 10% of women hired for unskilled works in O&amp;M by the contractors (2017 baseline: 2%);</p> <p>(iii) Unskilled men and women workers will receive equal pay for work of equal value (daily wage for women and men unskilled laborers; and</p> <p>(iv) Contractors will not hire child labor.</p>	<ul style="list-style-type: none"> <li>- SEO</li> <li>- PDRDs</li> <li>- Consultants</li> <li>- Contractors</li> <li>- Local authority</li> </ul>
<p><u>Output 3:</u></p> <p>Awareness of road safety and potential problems strengthened</p>	<p><b>Road safety and HHTPP:</b></p> <p>(i) All project roads will have road safety signs and speed reduction measures especially on busy sections (i.e., in front of hospitals, clinics, schools, markets, etc.) to ensure the safety of the local residents and especially women, children, people living with disabilities, and elderly persons;</p> <p>(ii) 40% of community residents (50% are women) report on</p>	<ul style="list-style-type: none"> <li>- SEO</li> <li>- PDRDs</li> <li>- Consultants</li> <li>- Contractors</li> <li>- Local authority</li> </ul>

Project Output	Proposed Activities and Targets	Agency / Person Responsible
	<p>improved knowledge and understanding of road safety measures by 2025 (2017 baseline: 0%) – this will be measured through questions asked prior and after awareness-raising sessions;</p> <p>(iii) Road safety awareness sessions are held at times that are convenient and accessible venues for women to actively participate, taking into account their multiple domestic and work responsibilities;</p> <p>(iv) 40% of community residents (50% are women) and all contractors' personnel report on improved awareness and understanding of HHTPP actions by 2025 – this will be measured through questions asked prior and after awareness-raising sessions. The program will target communities, construction workers, schools, and other stakeholders (2017 baseline: 0).</p> <p><b>Socio-economic survey:</b></p> <p>(i) Train SEO staff on how to design and conduct a gender sensitive socio-economic survey by 2020 (2017 baseline: not trained). This includes training on questionnaire's design, data collection (disaggregated by sex and other relevant factors), analysis and report's preparation; type of relevant gender information to be collected (e.g. travel time, time use, access to employment); as well as on the use of sex disaggregated data for informed decision-making; and,</p> <p>(ii) Sex-disaggregated baseline socioeconomic data established by 2020 (2017 baseline: not established)</p>	

LGAP = labor and gender action plan; MRD = Ministry of Rural Development; PCR = project completion report; PDRD = provincial department of rural development; Q = quarter; RRIP = rural roads improvement project; SEO = social and environmental office; and MRD=Ministry of Rural Development.

<sup>1</sup> Some limiting factors may make achievement of the target related to female unskilled workers challenging: (i) some road sections being located close to special economic zones, e.g. KD4, KD5, thus, a lot of workers required for the garment factories that offers better employment opportunities for women, (ii) migration issues to other provinces or countries, (iii) women are interested for a long-term job and better pay, (iv) persistent social norms related to non-traditional jobs for women, and (v) other options available for them to increase family's income.

<sup>2</sup> Double bituminous surface treatment requires unskilled labor during the embankment and subgrade, including: flag-person, tying steel bars (doing re-bar), pick-up waste/roots/stones, and work as cook. During sub-base and base-course there will only be a need for a flag-person and tying steel bars (or do re-bar), and the rest of the work is machine based.

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

### A. Project Design and Monitoring Framework

#### DESIGN AND MONITORING FRAMEWORK

<b>Impacts the Project is Aligned with</b> Needs of the population served and economic development promoted (Rectangular Strategy for Growth, Employment, Equity and Efficiency: Phase III) <sup>a</sup>			
<b>Results Chain</b>	<b>Performance Indicators with Targets and Baselines</b>	<b>Data Sources and Reporting Mechanisms</b>	<b>Risks</b>
<b>Outcome</b> All-weather access in rural areas of the five project provinces improved	By 2026 a. Average travel time per trip on project roads decreased by 10 minutes (2017 baseline: 40 minutes)  b. Share of people who have all-year access increased by 4.7% (2017 baseline: 1.3%)  c. Average number of days per year that the project roads are accessible increased to 365 days (2017 baseline: 280 days)	a. MRD field traffic surveys  b–c. MRD annual reports	Project roads suffer serious damage from severe and frequent disasters triggered by natural hazards.
<b>Outputs</b> 1. Rural roads improved	1a. About 360 km of rural roads rehabilitated by 2025 (2017 baseline: 0 km)  1b. Average roughness of project roads decreased to 2–3 by 2025 (2017 baseline: 6–14)  1c. Women hired by contractors for at least 25% of the required unskilled labor days by 2025 (2017 baseline: 0%) <sup>b</sup>  1d. GAP implementation, monitoring, and reporting done by SEO staff with minimal support from project gender consultants by 2025 (2017 baseline: gender consultants prepare the LGAP progress reports)  1e. SEO staff increased by four, 50% of them women, by	1a–e. MRD project progress reports, including LGAP progress reports	Poor weather conditions delay construction.

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
<p>2. Rural road asset management improved</p> <p>3. Awareness of road safety and potential social problems strengthened</p>	<p>2019 (2017 baseline: seven staff, three are women)</p> <p>2a. Annual O&amp;M budget for project roads increased to \$400 per km by 2025 (2017 baseline: \$350 per km)</p> <p>2b. 2,600 km of project roads maintained by PDRDs based on annual budget planning by 2025 (2017 baseline: 2,000 km)</p> <p>2c. 10% of labor hired by contractors for unskilled O&amp;M works are women (2017 baseline: 2%)</p> <p>2d. 52 overload control gates equipped by 2025 (2017 baseline: 0)</p> <p>3a. 40% of community residents, 50% of whom are women, report on improved knowledge and understanding of road safety measures by 2025 (2017 baseline: 0%)</p> <p>3b. 40% of community residents, of whom 50% are women, and all contractors' personnel gained awareness and understanding of HHTPP actions by 2025 (2017 baseline: 0)</p> <p>3c. Sex-disaggregated, baseline socioeconomic database established, and SEO staff trained on designing and conducting a gender-sensitive socioeconomic survey by 2020 (2017 baseline: not established)</p>	<p>2a–c. MRD project progress reports</p> <p>3a–c. MRD project progress reports</p>	
<b>Key Activities with Milestones</b>			
<p><b>1. Rural roads improved</b></p> <p>1.1 MRD selects detailed design and construction supervision consultants, by December 2018.</p> <p>1.2 MRD prepares tender documents and selects contractors, by December 2018.</p>			

<b>Key Activities with Milestones</b>
<p>1.3 MRD completes 360 km of road rehabilitation, with 25% women's involvement in unskilled labor, by December 2025</p> <p>1.4 MRD implements, regularly monitors, and submits quarterly LGAP progress reports that were prepared by SEO with gradually decreasing support from project gender consultants, by December 2025.</p> <p><b>2. Rural road asset management improved</b></p> <p>2.1 MRD prepares sufficient budget for road maintenance, by December 2025.</p> <p>2.2 MRD delegates some of the maintenance of project roads to PDRDs, with women involved in 10% of O&amp;M, by December 2025.</p> <p>2.3 MRD installs overload control gates, by December 2025.</p> <p><b>3. Awareness of road safety and potential social problems strengthened</b></p> <p>3.1 SEO staff receive training on designing and conducting a gender-sensitive socioeconomic survey, including questionnaire's design, data collection, analysis, and report preparation, by December 2020</p> <p>3.2 MRD completes the baseline socioeconomic survey with sex-disaggregated data, by December 2020.</p> <p>3.3 MRD increases the number of SEO staff, including female staff, by December 2020.</p> <p>3.4 MRD implements the road safety program, by December 2025.</p> <p>3.5 MRD implements the HHTPP, by December 2025.</p>
<p><b>Project Management Activities</b></p> <p>Project management and construction supervision consultants recruited</p> <p>Procurement packages awarded</p>
<p><b>Inputs</b></p> <p>ADB: \$58.50 million (concessional loan)</p> <p>ADB: \$1.50 million (grant)</p> <p>Government: \$6.00 million</p>
<p><b>Assumptions for Partner Financing</b></p> <p>Not applicable</p>

ADB = Asian Development Bank; HHTPP = HIV/AIDS and human trafficking awareness and prevention program; km = kilometers; LGAP = labor gender action plan; MRD = Ministry of Rural Development; O&M = operation and maintenance; PDRD = provincial department of rural development; SEO = social and environment office.

<sup>a</sup> Government of Cambodia. 2013. *"Rectangular Strategy" for Growth, Employment, Equity and Efficiency: Phase III*. Phnom Penh.

<sup>b</sup> A conservative target (although higher than for the Rural Roads Improvement Project II) has been set for women's involvement in unskilled labor for civil works to take into account some limiting factors, such as (i) location of some road sections close to special economic zones, which offer better and longer-term employment opportunities for women in garment factories; (ii) other income-generating opportunities; (iii) migration trends; (iv) persistent social norms about nontraditional jobs for women; and (v) relatively limited needs for local unskilled labor in road rehabilitation.

Source: Asian Development Bank.

## **B. Monitoring**

143. **Project performance monitoring.** MRD has established a set of indicators for evaluating Project performance in relation to its impacts, outcomes, outputs, and conditions. At the beginning of project implementation, MRD will establish baseline and target values for the indicators. The indicators will be measured at project inception, project completion, and 3 years after Project completion and compared with the baseline. Data will be disaggregated by gender. The consultants will provide support for monitoring and evaluation. The main sources of data will include (i) secondary data from the Borrower's sources, (ii) traffic counts, (iii) traffic accident database, and (iv) producer and price surveys. MRD shall submit a report to ADB summarizing the findings of monitoring at inception, project completion, and 3 years after project completion.

144. **Compliance monitoring.** The ADB project team will field a minimum of 2 full review

missions per year to review and monitor the compliance of covenants—policy, legal, financial, economic, environmental, and others.

145. **Safeguards monitoring.** MRD shall regularly monitor the contractor's safeguards performance based on the provisions of the EMP and community participation framework. The DDIS consultants with support of SEO will prepare semi-annual safeguards monitoring reports to be submitted by MRD to ADB. SEO will prepare a summary of safeguards implementation progress and update on GRM for the quarterly project progress report.

146. **Gender and social dimensions monitoring.** MRD, PMU, and PIUs, will be accountable for the implementation, monitoring and reporting of the LGAP. The SEO staff will be assigned to be a gender focal points in the PMU. Each PDRD will assign a gender focal point and will incorporate LGAP monitoring tables and include gender related achievements in the quarterly progress reports to the PMU. The progress on LGAP implementation will be regularly monitored and reported on together with the quarterly and annual project progress reports. The LGAP Monitoring Table in Annex 1 will be used to this effect. Gender specific and sensitive indicators (included in the DMF and the LGAP) will be integrated as part of the project performance and monitoring. Sex-disaggregated data and gender specific information will be collected wherever relevant during project implementation to enable the project management to monitor the achievement of the gender targets. The midterm review mission will include an assessment of gender related achievements and constraints to LGAP implementation and propose, if required, adjustments for better project performance. A summary of gender equality results and achievements will be prepared and included in the project completion report and include qualitative and quantitative information.

### C. Evaluation

147. In addition to regular bi-annual reviews by ADB staff, MEF, and MRD will jointly undertake a midterm review of the Project to assess (i) the status of implementation, (ii) the design and construction standards, (iii) the performance of consultants and contractors, (iv) the impacts of the Project, (v) the status of compliance with the covenants stipulated in the Loan Agreement, and (vi) the need for any changes in the project scope or schedule to achieve the project's impact and objectives. Within 6 months of physical completion of the Project, MRD will submit a project completion report to ADB.<sup>16</sup>

### D. Reporting

148. MRD 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; (iii) semi-annual safeguard monitoring reports; and (iv) 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. MRD will submit to ADB annual contract awards and disbursement projections. This requirement is effective in monitoring project implementation and will help identify impediments to implementation progress. The annual projections are submitted to ADB

---

<sup>16</sup> Project completion report format is available at: <http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>

on 15 December of each year.

## **E. Stakeholder Communication Strategy**

149. All relevant project documents will be uploaded in MRD and ADB websites. The Social Safeguards Due Diligence Report and semi-annual environmental monitoring reports submitted by MRD shall be posted on ADB website upon receipt. The Project will also implement a community-based road safety campaign, an HHTPP to mitigate the potential HIV-related and human trafficking impacts of road construction in rural communities.

150. The stakeholder communication policy is based on the principles of transparency, timeliness, participation, meaningful engagement, and inclusiveness. Means of communication and consultation are to promote participation of those who may otherwise tend to be marginalized such as women, indigenous people, elderly, and the poor. Stakeholder communication will encompass institutional stakeholders, communities within the project area, and persons directly affected by the project.

151. Institutional stakeholders include (i) government agencies responsible for the design, management, and implementation of the project; and (ii) state institutions, community based organizations, and private sector institutions whose mandates share an interest with the outcomes and/or impacts of the project.

152. Communities within the project area as well as individuals directly affected by the project have a natural vested interest in the effectiveness of project design and implementation as well as mitigation of negative impacts and maximization of project benefits and are stakeholders.

153. Institutional stakeholders will participate in the design of the project, including technical design, institutional framework, monitoring and evaluation as well as measures to enhance project benefits and mitigate negative impacts. Consultation will continue throughout the project cycle from inception, design, implementation and evaluation. Particularly, implementing agencies will ensure that agencies that will be responsible for operation and maintenance of the project facilities after project completion will be fully consulted on the designs and specifications of the facilities. The implementing agencies will undertake quality control inspections and manage the handover of the project facilities to the agencies responsible for operation and maintenance.

154. Communities and affected individuals will be meaningfully consulted on all project activities which affect them. Such consultation shall take place as early as possible in the project and be ongoing, continuing throughout the project cycle. Consultations will be timely with information provided when the feedback of consultations could be incorporated in to design features or mitigation measures and prior to commencement of any project activity. Consultation will include information on project objectives and policies; project technical design; implementation activities and schedules; potential and actual impacts and risks such as environmental, resettlement, livelihood, access restrictions, HIV/AIDS transmission, and human trafficking along with mitigation measures; benefit and opportunities; institutional arrangements; grievance redress mechanisms; and the results of project monitoring and evaluation. All significant communications will be recorded<sup>17</sup> and stakeholders will have the opportunity to present questions, opinions and suggestions.

---

<sup>17</sup> Significant consultations will typically be recorded in writing (such as minutes) and with the informed consent of those participating.

## X. ANTICORRUPTION POLICY

155. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.<sup>18</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>19</sup>

156. To support these efforts, relevant provisions are included in the loan agreement and the bidding documents for the project. The good governance framework, attached as Annex 3, provided the description of key anticorruption risks and the specific mitigation measures during project implementation. These mitigation measures are identified in a governance risk assessment conducted as part of the program preparation per the Second Governance and Anticorruption Action Plan.<sup>20</sup>

## XI. ACCOUNTABILITY MECHANISM

157. 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>21</sup>

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

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

---

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

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

<sup>20</sup> Governance and Anticorruption Action Plan II Guidelines. <http://www.adb.org/Documents/Guidelines/GACAP-II-Guidelines.pdf>. See also Sourcebook: Diagnostics to Assist Preparation of Governance Risk Assessments. <http://www.adb.org/documents/books/Diagnostics-to-Assist-Preparation-of-GRAs/default.asp>.

<sup>21</sup> Accountability Mechanism. <http://www.adb.org/Accountability-Mechanism/default.asp>.



## LABOR AND GENDER ACTION PLAN (LGAP) MONITORING TABLE

Date of update: \_\_\_\_\_

**Project Title:** Rural Roads Improvement Project III (RRIP III)

**Country:** Cambodia

**Project No.:** 42334-018

**Type of Project (Loan/Grant/TA):** Loan XXXX; Grant XXXX

**Approval and Timeline:** XX

**Gender Category:** Effective Gender Mainstreaming

**Mission Leader:** Takeshi Fukayama

**Project Impact:** The needs of the population served, and economic development promoted.

**Project Outcome:** All-weather access in rural roads of the 5 project provinces improved.

Gender Action Plan (Activities, Indicators and Targets, Timeframe and Responsibility)	Progress to date (as of _____) (This should include information on period of actual implementation, sex-disaggregated quantitative updated [e.g. number of participating women, women beneficiaries of services, etc.], and qualitative information. However, some would be on-going; explain what has happened so far towards meeting the target).	Issues and Challenges (Please include reasons why an activity was not fully implemented, or if targets fall short, or reasons for delay, etc., and provide recommendations on ways to address issues and challenges)
<b>Output 1: Rural roads improved</b>		
50% of local women participate in awareness raising and unskilled training using the MRD <i>Ready for Roads</i> tools and outreach materials (2017 baseline: 44%)	Achieved. XX% (##) out of the total participants on awareness raising and training by using the MRD <i>Ready for Road</i> are women. The raining was conducted in all communes along the RRIP III project areas.	
<b>Output 2: Rural road asset management improved</b>		
<b>Output 3: Awareness of road safety and potential social problems strengthened</b>		

MRD = Ministry of Rural Development; RRIP = Rural Roads Improvement project

Comments/ Remarks:

Accomplished by: \_\_\_\_\_

Date Accomplished: \_\_\_\_\_

## SUMMARY OF GENDER EQUALITY RESULTS AND ACHIEVEMENTS

(PART I: Narrative Text)

### I. PROJECT DESCRIPTION

(This should provide a brief overview of the project, including: impact, outcome, outputs, coverage, (region/provinces/villages covered), intended beneficiaries, and period of implementation. The last sentence will indicate the gender mainstreaming category.)

### II. GENDER ANALYSIS AND PROJECT DESIGN FEATURES

#### A. Gender Issues and Gender Action Plan features

(This should provide a brief description of the gender issues addressed by the project and the key gender actions, targets and indicators)

#### B. Overall Assessment of Gender-Related Results/Achievements

(This should provide a brief overview of GAP implementation, actions and targets achieved, women's participation in project processes, and access to benefits. It should highlight: any revisions or course corrections made on the GAP; involvement of the gender specialist; and the collection of sex-disaggregated data. Please provide the actual number of women participants and beneficiaries).

#### C. Gender Equality Results

(This should include the gender equality results for each project output under the following headings. Please provide the actual number of women participants and beneficiaries)

##### 1. Participation, access to project resources and practical benefits

(This should highlight: (a) women's participation in consultation, meetings, IECs, and as facilitators, project committee members, trainees/participants in capacity building activities; (b) women's access to project resources such as finance, trainings, etc., and (c) other practical benefits that meet immediate necessities such as water, shelter, food, health care, education, employment and other needs for survival and livelihood.

A few examples of practical benefits in the different sectors in which we work include:

- Education: scholarships, dormitories, separate toilets and sanitation facilities for girls;
- Agriculture: access to agricultural inputs, farm equipment, livestock, etc.; skills training in efficient farming practices, livestock-raising, irrigation O&M, etc.;
- Transportation: employment as unskilled labourers in civil works; enhanced safety and convenience in traveling (e.g. through road shoulders, street lights); gender sensitive design of urban rail projects, etc.
- Water supply and sanitation (WSS): reducing women's workload through improved WSS facilities; employment in civil works and in O&M of completed infrastructure facilities;

Please include at least 2 human interest stories showing how the project activities benefitted women and improved their lives. These stories can be enhanced by providing pictures).

**2. Strategic changes in gender relations**

(This should include long-term, non-material benefits related to changes in gender relations and in women's status, which will bring about gender equality. These benefits may include changes in the gender divisions of labor, power and control and traditionally defined gender norms and roles. Examples of strategic benefits include legal rights for women, improved property rights of women through legal reforms and /or through strategies ensuring that land titles are in the names of both wife and husband; increased participation in decision-making processes, equal access to opportunities and resources; improved access and entry into non-traditional skill sectors and employment, etc.

Please include at least 1 human interest story.

**3. Contribution of gender equality results to overall loan outcomes and effectiveness**

(This will include a brief analysis of how the gender equality results contributed to the overall project objectives and outcomes)

**III. LESSONS LEARNED AND RECOMMENDATIONS**

1. What are the crucial factors of success in achieving GAP targets?
2. Were there constraints encountered in GAP implementation? How were these challenges addressed?
3. Sustainability: What factors ensure that changes brought about by the project are sustainable beyond the end of the project?
4. What recommendations can we provide for future projects in the sector, if any?

(Part 2: GAP Monitoring Table)

**Appendix: GAP MONITORING TABLE** (This section should include the GAP Monitoring Table with gender results)

## GOOD GOVERNANCE FRAMEWORK (GGF)

### CAM (P42334): Rural Roads Improvement Project III (RRIP III) Implementation Status as of (dd/mm/yyyy)

In all instances, the Loan Agreement shall be the overriding legal document. ADB's Procurement Policy (2017, as amended from time to time), shall be applied pursuant to the Loan Agreement as they may be modified by that Loan Agreement. The Government's policies and procedures shall be applicable to the extent there is no discrepancy with the Loan Agreement or ADB's Procurement Policy. In the event there is a discrepancy, then the Loan Agreement, the Procurement Policy shall apply.

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
<b>Element 1: Procurement</b>								
1a	Risks of corruption and fraud in the procurement process: <ul style="list-style-type: none"> <li>• Collusion during bidding process;</li> <li>• Biased bid evaluation</li> <li>• Suppliers/ contractors offering incentives for favorable treatment.</li> </ul>	<b>High</b>	The executing agency and implementing agencies to establish national and provincial procurement committees under the Project, in accordance with the Government's SOP and/or PM, <b>updated on 22 May 2012</b> and as amended from time to time, both of which are in line with ADB's guidelines.	<b>Average</b>	The executing agency is the MRD and the implementing agencies ( <i>referred to implementing units</i> ) are the PDRDs in 10 provinces.	National level: Before loan negotiation, and Provincial level: At effectiveness		
			Executing agency implementing agencies shall ensure that the Declarations of Fraud and Ethical Conduct for Procurement Review Committee members and bidders (contractors, suppliers and consultants) are signed					

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			for each transaction. A copy of the declarations of winning bidders shall be part of the awarded contracts.					
1b	Insufficient compliance with procedures	<b>High</b>	The executing agency and implementing agencies are to adhere strictly to the procedures and guidelines set forth in the Loan Agreement, ADB's Procurement Guidelines and SOP and/or PM that also cover international competitive bidding, and national competitive bidding and shopping.	<b>Low</b>	Executing agency/ implementing agencies  MEF to monitor for compliance with the Loan Agreement, ADB's Procurement Guidelines and the SOP and/or PM.	Throughout Project duration		
1c	Weak procurement capacity.	<b>High</b>	The executing agency and implementing agencies will receive continued hands-on training and technical assistance from consultants recruited under the Project. The Government SOP and/or PM will be used under the Project.	<b>Low</b>	Executing agency and implementing agencies			
			Project to closely monitor and review procurement conduct (both prior & post review), and where necessary, take		Executing agency, MEF and ADB	After effectiveness		

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			measures to improve procurement procedures based on lessons learnt from each successive procurement activity.					
1d	Procurement Plans	<b>Average</b>	Preparation of realistic annual Procurement Plan as guided by the Procurement Guidelines, tied to annual work plan and budget. Project to use the Procurement Monitoring & Tracking Forms for all procurement transactions, as required by the SOP and/or PM (page 150).	<b>Low</b>	Executing agency and implementing agencies	Procurement Plan will be updated after 18 months		
1e	Informal payments by contractors, suppliers and consultants	<b>High</b>	All contractors, suppliers and consultants – firms or individuals, national and international – bidding for contracts under the Project shall sign the Declaration on Ethical Conduct and Fraud and Corruption in the SOP and/or PM. The Project will include the Declaration in all bidding documents, request for proposals, and contracts.	<b>Average</b>	Executing agency, implementing agencies and MEF	Throughout project duration		
<b>Element 2: Financial Management (FM)</b>								
2a	Weak internal controls	<b>High</b>	Strengthen financial management system	<b>Low</b>	Executing agency and	Throughout Project duration		

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			<p>and internal controls function by ensuring that the Project uses SOP including procedures in the FMM, which cover:</p> <ul style="list-style-type: none"> <li>• financial policies and standards;</li> <li>• elements of internal control;</li> <li>• financial accounting system, ledgers, journals;</li> <li>• bank accounts and credit/grant withdrawals;</li> <li>• Project expenditure, payroll, petty cash, advances; and</li> <li>• FM reports, audit, counterpart funds withdrawals.</li> </ul>		<p>implementing agencies</p> <p>MEF to monitor for compliance with SOP/FMM, as well as Loan Agreement and ADB's Anticorruption Policy</p>			
2b	Weak financial management capacity	<b>High</b>	The executing agency and implementing agencies to receive continue hands-on training and technical assistance from consultants recruited under the Project. The Government's FMM and SOP updated in May 2012 will be used under the Project as well as relevant provisions of the Loan Agreement and	<b>Low</b>	<p>Executing agency and implementing agencies</p> <p>MEF to monitor for compliance with SOP/FMM, as well as Loan Agreement.</p>	Training to take place at the start of the Project Implementation.		



No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			ADB's Procurement Guidelines and Consulting Guidelines.					
			Project to closely monitor and review financial management conduct and make necessary improvements as required.					
2c	Minimize cash transactions	<b>High</b>	Where petty cash procedures stated in PAM shall not be allowed, Project to make all progress payments to contractors, suppliers and consultants – firms, individuals, national and international – by check or transfer to bank accounts and retain evidence for audit and donor supervision missions.	<b>Low</b>	Executing agency and implementing agencies	Throughout Project duration		
2d	Inconsistency in allowances paid to Government staff attending training, workshops and study tours	<b>High</b>	Project to follow standard daily subsistence allowances agreed by development partners on Nov 2014 and became effective on 27 Jan 2015 for ADB-funded projects.	<b>Low</b>	executing agency to incorporate into Annual Training and Workshop Plan	Throughout Project duration		
			Project to establish Annual Training and Workshop Plan with estimated budget.		Approved by executing agency with ADB NOL	4th Quarter annually		

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			Each training or workshop to have a detailed budget and expenses approved by the executing agency.		Executing agency and implementing agencies	Throughout Project duration		
			Project to ensure that training, workshops, study tours and other similar activities: <ul style="list-style-type: none"> <li>• are in line with Project aims and objectives</li> <li>• meet identified needs within the subproject plans, and</li> <li>• have budget in line with planned expenditure approved by the executing agency. Project to seek executing agency prior approval for any significant plan changes or departures.</li> </ul>			At time of annual work plan preparation, and again before each training, workshop or study tour		
			Project to set cost guidelines for selected training/workshop activities, including: <ul style="list-style-type: none"> <li>• venue rental with refreshments/meals</li> <li>• sound and projection equipment hire</li> <li>• stationery/hand-outs</li> <li>• Project-specific</li> </ul>			Before first training, workshop or study tour		

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			training and workshop materials <ul style="list-style-type: none"> <li>• simultaneous translators, and</li> <li>• photocopying, reproduction, translation.</li> </ul>					
			Project to define evidence to be submitted by attendees for reimbursement of expenses which may include: <ul style="list-style-type: none"> <li>• proof of attendance for period claimed with signed statement by the workshop, training or study tour organizer or host</li> <li>• proof of travel by air – ticket stubs, travel agent’s receipt, airline boarding passes</li> <li>• receipted hotel bills (for proof of stay)</li> <li>• receipts for incidental travelling expenses</li> <li>• receipted invoices for venue rental, food and beverage, sound/projection equipment, hire of simultaneous translator, stationery and handouts, use of</li> </ul>			Each occasion		

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			photocopying facilities					
			Project to reimburse against receipts except where covered by fixed allowances in ADB's letter to MEF dated 27 January 2015.			Each occasion		
			Project to retain evidence of attendance and payment of attendees per diem and allowances			Each occasion		
<b>Element 3: Disclosure</b>								
3a	Conflict of interest among Project staff	<b>High</b>	All staff to disclose private and public affiliations or personal interest before becoming involved in any Project-related transaction, such as contract award. executing agency to prepare a declaration statement for staff's signature.	<b>Average</b>	executing agency and implementing agency to ensure all PRC staff sign the disclosures	Throughout Project duration		
3b	Inadequate transparency and disclosure	<b>High</b>	For all contracts subject to prior review, within two weeks of receiving ADB's NOL to the recommendation of contract award, executing agency will publish on its website the results of the bid evaluation, identifying	<b>Low</b>	Executing agency/ implementing agencies to arrange disclosure	Throughout Project duration		

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			the bid and lot numbers, and providing information on: (i) name of each bidder who submitted a bid; (ii) bid prices as read out at bid opening; (iii) name and evaluated prices of each bid that was evaluated; (iv) name of bidders whose bids were rejected and the reasons for their rejection; and (v) name of the winning bidder, and the price it offered, as well as the duration and summary scope of the contract awarded.					
			For contracts subject to post review, MRD will publish the bid evaluation results no later than the date of contract award.					
			At the minimum, Project to disclose progress reports, procurement plan, and complaints and remedies mechanism on the project's website.					
<b>Element 4: Complaints and Remedies Mechanism</b>								
4a	Inadequate	<b>Average</b>	Project to build well-	<b>Low</b>	Executing	At effectiveness		

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
	complaints and remedies mechanisms		defined complaints and remedies mechanism into Project documents.		agency and implementing agencies in consultation with ADB			
			Complaints procedures regarding procurement to follow process set out in Loan Agreement and SOP and/or PM.		Executing agency, implementing agencies and MEF	Throughout Project duration		
<b>Element 5: Code of Ethical Conduct</b>								
5a	Lack of code of conduct for project implementation staff	<b>Average</b>	Project to design the code for all project implementation staff (including contract staff and consultant), distribute to all staff, obtain acknowledgement of staff receipt and post the list on project website.	<b>Low</b>	Executing agency in consultation with ADB	As soon as possible after effectiveness.		
<b>Element 6: Sanctions</b>								
6a	Inadequate sanctions for fraudulent and corrupt activity by Project staff, contractors, suppliers and consultants	<b>High</b>	The Project to identify and apply sanctions available under current law and regulations of Cambodia, ADB's Loan Regulations, the Loan Agreement, and ADB's Procurement Guidelines and Consulting Guidelines. Sanctions for individuals may include transfer of duties, retraining, suspension,	<b>Low</b>	Executing agency and implementing agencies and in consultation with ADB	Effectiveness		

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			dismissal, re-grading, and prosecution under Cambodian Law. Sanctions for firms may include: termination of contract, debarment or blacklisting under ADB's Procurement Guidelines and Consulting Guidelines or prosecution under Cambodian Law.					
<b>Element 7: Project Specific Risks</b>								
7a	Poor enforcement of contract terms and needing to conduct contractors' performance evaluation	<b>High</b>	Executing agency to ensure that contract terms are strictly enforced, and the loan consultant will be a party to ensuring quality assurance and control of contract outputs, include acceptance of completion of works and services. The executing agency to conduct performance evaluation of all contractors providing all types of services under the Project (also see 7c).	<b>Low</b>	Executing agency and implementing agencies.  MEF to oversight and monitor the progress and constraints	Throughout Project duration		
7b	Poor quality of design and works construction	<b>High</b>	Executing agency and implementing agencies ensure that approved infrastructure's design standards and	<b>Low</b>	executing agency and implementing agencies	Throughout Project duration		

No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
			specification developed by the respective agencies are utilized for the design of structures under the Project.					
			Project to recruit experienced design consultant on a timely basis to assist the Project. Site supervision by project engineering consultants shall be conducted regularly (also see 7c).		executing agency, implementing agencies and with ADB NOL	Contract signed immediately after effectiveness		
7c	Risk of low quality construction and supervision	<b>High</b>	Project to recruit experienced site supervision consultants to assist executing agency/implementing agencies.	<b>Low</b>	Executing agency, implementing agencies and with ADB NOL	Prior to award of first works contract.  Throughout Project duration.		
			Regular technical audit is to be undertaken with any adverse findings to be acted upon immediately.		Executing agency and implementing agencies	Annually in November		
			Project to evaluate contractors' performance with poor performing contractors declared ineligible to bid for at least one year.		Executing agency, implementing agencies and with ADB NOL			
7d	Risk of inadequate performance of consultants and	<b>High</b>	Project to evaluate contractors', consultants' and individuals' performance with poor	<b>Low</b>	executing agency, implementing agencies and	Annually in December; PMU to announce such entities and		



No.	Risks	Assessment without mitigation	Action to Mitigate Risk	Assessment with mitigation	Responsibility	Target/ Monitoring	Status as of dd/mm/yyyy	Supporting Evidence
	service providers		performing entities and individuals declared ineligible to bid for at least one year.		with ADB NOL	individuals in MRD website by 31 January of the following year		

ADB = Asian Development Bank; FMM = Financial Management Manual; MEF = Ministry of Economy and Finance; MRD = Ministry of Rural Development; NOL = no-objection letter; PM = procurement manual; PMU = project management unit; SOP = standard operating procedures.

**LIST OF PROJECT ROADS**

No.	Name of Road/Road No.	District	Province	Length (km)	Package No.	Package Length (km)	Estimated Net Package Cost (USD)	Contract Period (months)	Total Net Amount (USD)				
1	Kor-Tuek Cha (KC1)	Prey Chhor	Kampong Cham	13.50	CW-A	100.60	1,514,560.84	36	10,316,386.98				
2	Samdek-Sampong Chey (KC2)	Batheay-Cheung Prey		23.00			1,970,838.44						
3	Ou Tathok-Bosthlan (KC3)	Prey Chhor-Chamkar Leu		11.30			1,201,073.27						
4	Phav-Doun Dam (KC4)	Batheay-Cheung Prey		11.20			1,275,775.42						
5	Dei Kraham-Areak Tnaot (KC5)	Steung Trang		20.10			2,109,603.09						
6	Mer Sar Chrey-Wat lor (KC6)	Steung Trang		21.50			2,244,535.92						
7	Trapeang Phlong-Stueng Toch (TBK2)	Ponhea krek	Tboung Khmum	16.00	CW-B1	37.50	1,520,215.98	36	3,884,641.43				
8	Kondoal chrum-Char Thum (TBK5)	Ponhea krek-Dambe		15.10			1,666,738.99						
9	Suong-Phnum chan (TBK6)	Suong		6.40			697,686.46						
10	Tuol Kondaol-RN11 (TBK1)	Tboung Khmum		9.90			CW-B2			23.60	1,122,697.85	24	2,649,968.63
11	Chhuk-Sedasenchey (TBK3)	Kroch Chmar-Dambe		13.70							1,527,270.78		
12	Lngeun-Boeng Kak (PV1)	Kanh Chreach-Kamchaymear		Prey Veng			20.20			CW-C	72.20	2,362,634.40	36
13	Pou Tong-Dountei (PV2)	Kanh Chreach-Ponhea Kraek	22.50		2,657,483.35								
14	Svay Sokhao-Pou Rieng (PV3)	Prey Veng Town-Pou Rieng	9.30		998,422.68								
15	Kampongtrabek-Preah Sdach (PV4)	Kampongtrabek-Preah Sdach	15.00		1,880,703.60								
16	Kanh Chreach-Kouk Kongkandal (PV5)	Kanh Chreach	5.20		577,511.55								
17	Kroulko-Wath Svaypnem (SVR2)	Svay Chrum	Svay Rieng		11.00	CW-D	64.60	1,248,306.89	36			7,049,035.65	
18	Pheasa Chork-Pongtek (SVR3)	Rumdul		9.10	1,024,841.58								
19	PreyKearv-KomPong Ampil (SVR4)	Rumdul		24.80	2,807,655.20								
20	Pras Ponlea-Som Yong (SVR5)	Kom Pong Ro		11.90	1,084,308.77								
21	Sala Srok Chantrea-Vietnam Border (SVR6)	Chantrea		7.80	883,923.21								
22	Chhlong-Prama (KRT1)	Chhlong		Kratie	61.30			CW-E		61.30	7,268,324.45		36
			<b>TOTAL</b>	<b>359.80</b>		<b>359.80</b>	<b>39,645,112.72</b>		<b>39,645,112.72</b>				

**FINANCIAL MANAGEMENT, INTERNAL CONTROL AND RISK ASSESSMENT (FMICRA)**

<b>Risk Description</b>	<b>Impact (High/Low)</b>	<b>Likelihood (Likely/Unlikely)</b>	<b>Risk Assessment (High/Substantial/ Moderate/Low)</b>	<b>Mitigation Measures or Risk Management Plan</b>
<b>Inherent Risk</b>				
1. Country Specific: Financial risk of the country. Relevant ratings for Cambodia in the latest Public Expenditure and Financial Accountability (PEFA) are mostly in Cs and Ds.	Low	Likely	Moderate	ADB's long-time financing experiences in Cambodia together with cofinanciers.
<b>Overall Inherent Risk</b>	-	-	Moderate	
<b>Control Risk</b>				
1. Implementing Entity: IA's risk of unfamiliarity with projects	Low	Unlikely	Low	Utilize PMU's long-time experience since 2010, which experienced many international projects including RRIP and RRIP II financed ADB and multiple donors.
2. Funds flow: Risk of failing to provide sufficient liquidity to pay for ADB share of project expenditure	Low	Unlikely	Low	2 departments of MEF involved in funds flow arrangements.
3. Staffing: Significant turnover of junior staff	High	Likely	High	Provide training to junior PMU staff.
4. Accounting policies and procedures: Insufficient accounting policy and procedure manual	High	Unlikely	Substantial	Accounting procedures based on the Financial Management Manual for externally financed projects in Cambodia are designed around the requirements of the International Funding Institutions and generally comply with ADB requirements.
5. Internal Audit	Low	Unlikely	Low	Function Department of Internal Audit of the EA and national audit.
6. External Audit	Low	Unlikely	Low	Conduct external audit for APFS by reliable external auditor (KPMG).

<b>Risk Description</b>	<b>Impact (High/Low)</b>	<b>Likelihood (Likely/Unlikely)</b>	<b>Risk Assessment (High/Substantial/Moderate/Low)</b>	<b>Mitigation Measures or Risk Management Plan</b>
7. Reporting and Monitoring	High	Unlikely	Substantial	The allocation of cost to the various funding sources has been accurately and in accordance with established agreements and accounting principles.
8. Information Systems	Low	Unlikely	Low	Utilize effective software (Sage 50) for recording of project financial transactions.
<b>Overall Control Risk</b>	-	-	Moderate	
<b>Overall (Combined) Risk</b>	-	-	Moderate	