PROGRAM-FOR-RESULTS INFORMATION DOCUMENT (PID)
APPRAISAL STAGE

Report No.:PIDA0148399

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Country	Nepal
Sector	Transport and ICT
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I. COUNTRY CONTEXT

1. Over the past decade, Nepal's economy has performed reasonably well. Growth averaged 4.3 percent (at market prices) over 2005-15. Although declining as a share in the economy, agriculture continues to play a large role, contributing one third of value-added. The service sector has grown in importance, accounting for more than half of value-added in recent years. Industry in general, and manufacturing has grown more slowly and its relative share in the economy is falling. Similarly, exports continue to struggle, while imports are fueled by remittances which reached 30 percent of GDP. Inflation was in single digit for most of the past decade, with the peg of the Nepalese rupee to the Indian rupee providing a nominal anchor. Fiscal balances remained sustainable owing to strong revenue growth and modest spending. The incidence of poverty measured against the national poverty line fell by 19 percentage points from 2003/04 to 2010/11, and in 2010/11 , 25 percent of the population was counted as poor. Most multidimensional indicators of poverty also showed improvements across regions in Nepal. However, these gains remain vulnerable to shocks and setbacks, like the 2015 earthquakes which were followed by trade disruptions resulting in the lowest economic growth in 14 years in 2016.

2. Economic activity, which rebounded strongly in FY2017, following two challenging years, has once again been disrupted by floods affecting more than one-third of the country. Rebound in FY2017 stemmed partly from a base effect, as well as a favorable monsoon boosting agricultural output and earthquake reconstruction gathering speed to raise investment. High inflation in the past two years moderated sharply. Government revenue continued to perform well, and spending has also picked up significantly in FY2017 compared to previous years. Nevertheless, ambitious expenditure targets envisioned in the budget have not been met and the quality of spending has not improved with 60 percent of the capital spending occurring in the

last quarter. In the first half of the FY2018, the spending pressures have increased due to fiscal transfers, election spending, capital goods and expenditure to implement federalism. Inflation in February 2018 has increased to 5.0 percent (y/y) percent from 2.7 percent (y/y) in August 2017. Meanwhile, rapid credit growth in early 2017 has slowed but deposits growth has continued to decline, pushing up the interest rates. On the external side, the cumulative effect of a sharp trade balance deterioration and a slow growth of remittances, is putting a significant pressure on the current account. Economic activity, which was expected to progress well in FY2018, has been affected by the worst floods in decades particularly affecting the agriculture output.

3. A new government, backed by a historic majority in Parliament, took up office on February 15, 2018. This follows elections for all three tiers (local, state and federal) of the state architecture defined by the new constitution, marking a protracted but successful conclusion of a political transition that began with the signing of the Comprehensive Peace Agreement in November 2006. State governments largely mirror the coalition at the center. At the sub-national level, funds, functions and functionaries hitherto managed by the central, district and village authorities are moving to the seven new states and 753 local governments for which new legislation, institutions and administrative procedures are being formalized as constitutionally prescribed. Meanwhile, the central level authority is being streamlined with a focus on oversight. These exercises at state restructuring are expected to result in improved outreach and service delivery but will likely take time before they become fully operational.

II. SECTORAL (OR MULTI-SECTORAL) AND INSTITUTIONAL CONTEXT

4. Nepal's physical and economic integration as a country depends on bridges along the Strategic Roads Network (SNR) that enable year-round connectivity between the federal provinces. The SRN consists of 12,142 km of roads and 1,773 bridges. It carries the vast majority of passenger and goods transport throughout Nepal. It also provides critical connections to India which is Nepal's largest trading partner and primary conduit for third country trade. The bridges that stitch together different sections of SRN roads represent critical infrastructure for Nepal's development given the number of river crossings and drainages that Nepal's Himalayan topography creates. Where bridges have yet to be built, or prove vulnerable to climatic conditions such as flooding, communities and entire sections of Nepal can lose connectivity to other internal regions, social services, and markets. Absent or lost connectivity impedes poverty reduction – particularly in Nepal's rural areas.

5. Nepal's Department of Roads (DOR) within the Ministry of Physical Infrastructure and Transport (MoPIT) develops and maintains roads and bridges along the SRN. The SRN and its management is a national concern with resources allocated from Nepal's Consolidated Fund via the national budget. Implementation of SRN works is managed by 34 Divisional Road Offices as well as Kathmandu-based units that operate across divisions. A central Kathmandu-based Bridge Branch within the DOR has overall jurisdiction over bridge assets and uses 4 regionally based Bridge Sectors to maintain field presence. It directly manages complex bridge works using a dedicated engineering team. For less complex bridge works, Divisional Road Offices implement works under the Bridge Branch's supervision and technical guidance.

6. The geographical configuration of the SRN is significant to Nepal's transport connectivity challenges. Nepal's busiest highway, known as the East-West Highway traverses "Terai"

districts and provides a transportation link that runs in parallel to Nepal's southern border with India. This road crosses numerous large year-round and seasonal rivers that drain hill and mountain catchments. As a result, approximately 40% of Nepal's existing bridge stock (by meters) is found on the East-West Highway. North-south feeder roads branch off the East-West Highway and provide access to the difficult topography of Nepal's hill and mountain districts. SRN roads and bridges that comprise Nepal's national road network provide the physical linkages that integrate Nepal as a single country. The maintenance and replacement of aging bridges along Nepal's East-West Highway is particularly critical to the reliability of this connectivity.

7. Monsoon flooding during the summer of 2017 demonstrated that many bridges in Nepal, particularly along the East-West Highway are vulnerable to natural events. The International Panel on Climate Change (IPCC), suggests that that Himalayan regions like Nepal will experience significant changes in weather patterns due to climate change. The Association's Climate and Disaster Risk Screening tool further confirms high risks of extreme precipitation and landslides facing SRN roads and bridges. Strengthening the resilience of Nepal's road and bridge network, particularly through greater consideration for resilient engineering designs will be important for adapting to whatever eventualities climate change will bring for Nepal. Strengthening maintenance systems is also essential for achieving greater resilience as well as cost effectiveness of Nepal's SRN bridge investments. Regular bridge maintenance is critical to enhancing resilience and extending the useful life of assets at levels of costs that are typically well below bridge replacement. There is also a need to enhance the resilience considerations reflected in initial bridge designs that DOR deploys in Nepal.

8. SRN roads and bridges suffer from insufficient road safety features and the rate of road transport related fatalities in Nepal is amongst the highest in the world. In part, this reflects a historical focus on prioritizing expansion of connectivity ahead of the quality and safety of that connectivity. Bridge rail, proper markings, approach barriers, and features to protect non-motorized transport are typically basic and insufficient to provide for safety. The design and construction of bridges for inclusive and safe access is an area where Nepal can improve development results from bridge investments.

9. The SRN remains both incomplete and inadequate with respect to the transportation services that Nepal requires for poverty reduction and increasing shared prosperity. For example, only about 54% of SRN roads feature some form of bituminous surface. Similarly, there are 372 identified gaps (totaling approximately18,861 meters) on SRN roads that require new bridge construction for improved all-weather connectivity. Historically, the SRN's development has been constrained by GON's fiscal capacity and the inherent technical challenges of Himalayan geology. Increasingly, however the SRN's development is constrained by governance related issues and the limited ability of GON's programs to deliver their intended results to international standards of safety, reliability, and cost effectiveness. The IDA-supported Bridges Improvement and Maintenance Program (BIMP-I) made considerable progress but more work remains to be done. Sourcing the overall quantum of investment needed for improving SRN road and bridge infrastructure will remain a formidable challenge. However, the foremost obstacle to addressing it will be improving results from the money that will be spent along the way. Supporting the GON to further advance both infrastructure availability and

the capabilities of its SRN bridge program (hereafter the Program) is a high development priority for Nepal.

10. Women are unrepresented in Nepal's engineering professions and the ministries / departments that manage the road network which represents a clear gender gap in Nepal's transport sector. Rough estimates suggest that female engineers comprise about 6% of the DOR's technical staff. Despite being a low proportion overall, this may be slightly more than other roads sector institutions in Nepal. For example, in 2013 the Department of Local Infrastructure Development and Agricultural Roads reportedly employed only 7 female engineers (out of approximately 1,000).[1] At present, there is only one female "class 1" government officer[2] assigned in the entirety of Nepal's roads sector. Nationally, of the total number of people employed in the transport, storage and communications sector in Nepal, only 3.5% are women.[3] This may in part reflect cultural norms and preferences. However, anecdotal evidence also suggests that female engineers within road sector institutions are often allocated organizational rather than technical task which may reduce job satisfaction and limit opportunities for advancement. Sourcing more female engineers, enhancing their technical skills, and elevating their role in technical programs can help strengthen GON's road sector institutions and Nepal's overall engineering community. This will be a key objective of a new Design and Advanced Technologies Cell (DATC) that the proposed operation will support.

III. PROGRAM SCOPE

A. PforR Program Scope

11. The PforR component's Program's boundary will include: (i) major maintenance on SRN bridges; (ii) road safety upgrades on existing SRN bridges; (iii) new SRN bridge construction started after the date of BIMP-II's date of Appraisal; (iii) completion of existing backlog bridges that had contracts signed before BIMP-II's date of Appraisal and (iv) expenditures required for bridge design, site assessment, feasibility study, quality monitoring, Program logistics support, environmental, and social impact management. The Program boundary for PforR financing will exclude the following:

i. Bridges on roads that are outside of the Ministry of Physical Infrastructure and Transport's (MoPIT's) defined Strategic Roads Network and / or outside the purview of DOR's Bridge Branch.

ii. Any bridges that are likely to have significant adverse impacts that are sensitive, diverse, or unprecedented on the environment and/or affected people. Specifically, this will exclude bridges in Nepal's National Parks and designated environmentally sensitive areas. Existing bridges in national parks and other protected areas constitute 3.1% (by number) of Nepal's bridge stock on the SRN. Gaps that require new bridges in national parks or other protected areas constitute 10% (by number) of all new bridges required

[1] https://blogs.adb.org/blog/meet-nisha-tripathee-female-engineer-nepal
[2] "Class 1" officers are able to hold the rank of Director General and Deputy Director General level posts. They are also potential candidates for Secretary-level positions in Nepal's ministries.
[3] Based on ILO data, using a three-year moving average

on Nepal's SRN. Given the relatively small portion in both cases, the Program remains coherent despite the exclusion of these bridges.

iii. Any bridge works that would comprise a high value contracts as defined by Bank Procedures 11.00 which describes "*mandatory prior review thresholds for RPMs and the OPRC.*" No such contracts are anticipated over the proposed time scale of the operation.

iv. Bridge works that are financed in whole or part by other sources of Official Development Assistance, including other IDA-supported operations. For the avoidance of doubt, this excludes bridges being financed under the IDA-supported Second Additional Finance to the Road Sector Development Project (RSDP AF II, P157607).

v. Existing backlog bridges that lack documentation for compliance with Nepal's Public Procurement Act and Regulations, and requirements for social and environmental risk management as defined by the Environmental and Social Management Framework (ESMF) that applies to the Program.

12. Bridges that are excluded from PforR financing will not count toward verified achievement of Disbursement Linked Indicators. Expenditures associated with works on excluded bridges will not factor into the Program's total calculated expenditure which cannot exceed the amount of financing disbursed from the Association. **Error! Reference source not found.** contains a detailed summary of the Program that will be financed under the PforR component as well as an indicative budget for expenditures by year and purpose.

B. IPF Component: TA, Advanced Resilience & Inclusion Designs, & Institutional Dev.

13. This component will support the following: (i) Preparations for future projects on the Strategic Roads Network; (ii) Technical auditing by NVC; (iii) Advanced bridge designs for enhanced resilience and inclusion; (iv) Training (domestic and international) & capacity development including topics related to federalization; (v) Supervision oversight consultancies; (vi) Mobilization, equipage, and development of Design and Advance Technology Cell within DOR; (vii) capacity development for environmental and social impact management, including support to improve OHCS practices and DOR's capabilities for implementing Nepal's new Labor Act (2017); and (viii) data collection for a project impact evaluation. Activities supported under the hybrid operation's IPF component are likely to include technical assistance studies that concern "Category A" projects under the Association's system for categorizing environmental and social risks.

IV. PROGRAM DEVELOPMENT OBJECTIVE(S)

14. The Program Development Objective is to provide safe, resilient, and cost effective bridges on Nepal's Strategic Roads Network. The following three indicators will serve to measure the PDO's achievement:

PDO level results and indicators

PDO level result	*PDO level indicator*
Safe bridges	PDO 1: Reduced likelihood of road departure crashes on Program bridges.
Resilient bridges	PDO 2: Enhanced DOR capabilities for developing resilient bridge designs.
Cost effective bridges	PDO 3: Estimated road user cost savings achieved by Program interventions

V. ENVIRONMENTAL AND SOCIAL EFFECTS

PforR Component

15. The Association's Team conducted an initial Environmental and Social Systems Assessment (ESSA) and reviewed BIMP-I lessons learned. Preliminary findings have identified that BIMP-I managed the application of DOR's Environmental and Social Management Framework (ESMF) in a satisfactory manner overall. Particularly encouraging achievements of BIMP-I include: (i) strengthening Geo-Environmental and Social Unit (GESU) with dedicated budget, additional human resources, and a greater role within the Program; (ii) establishment of social and environmental screening approaches for bridges with a documentation system to capture assessments and actions within a "Bridge Dossier" for verification purposes; (iii) enhanced implementation supervision and monitoring of worksites; (iv) integration of dedicated budget for environmental and social risk mitigations in the Bill of Quantities (BoQ) for works contracts; (v) establishment and mobilization of an electronic Grievance Redressal System (GRS); and (vi) inclusion of ESMF compliance within verification activities.

16. The findings and recommendations of ESSA were discussed with DOR (including Bridge Branch and GESU team members) as well as with wider stakeholders in a consultation workshop. The ESSA concludes that from policy and regulatory/ legal perspectives, the borrower's existing environmental and social management system for the proposed Second BIMP scope and boundary is consistent with the core principles and elements of OP/BP 9.00. The ESSA also recommends actions for further improving the system's efficiency, performance and effectiveness at operational levels. The proposed BIMP-II will contribute to further strengthening the system with respect to environmental and social planning and impact management.

17. DOR's ESMF provides a comprehensive framework for the assessment of different risks, development of safeguards instruments, and overall management of impacts for the activities envisaged under BIMP-II's PforR Component. Nevertheless, there are important improvements that BIMP-II can help to achieve in how risks and impacts are managed in DOR's overall scope of works (including higher risk interventions that are beyond the scope of PforR financed activities). Most notably, there is a need to affect enhancements to health and safety also in response to a construction site fatality under BIMP-I that occurred following a falsework collapse. A proposed partnership with an international organization that has expertise in labor related risks and their management and is acceptable to the Association is included under the IPF component. This partnership will accordingly aim at enhancing Occupational and

Community Health and Safety (OCHS) practices and ensuring compliance with Nepal's labor related laws and other provisions on key issues such as prohibition of child labor and workers' rights. Other areas where DOR can improve further include: (i) improved focus on gender equality and social inclusion (GESI) and vulnerable community development initiatives during implementation; (ii) enhanced implementation of provisions on assistance to squatters; (iii) improvement in the approach to land acquisition (discouraging land donation practices); (iv) enhanced focus on capturing the beneficial impacts of bridge works beyond vehicular transportation access alone; (v) strengthened citizen engagement (CE), communication and outreach mechanism (COM), and workers' influx management (WIM); (vi) streamlining with the changes in the mandates and institutions due to restructuring of state under the new constitution; (vii) enhancing/integrating climate and disaster resilience, and responding to emerging global trends in social and environmental management approaches (e.g. Bank's new ESF, etc).

18. The Operation's PforR component supports maintenance and rehabilitation of existing bridges, or construction of new bridges along existing roads. Environmental impacts are likely to be moderate and limited within the road right of way or its close vicinity. Typical environmental issues and impacts that are likely include: (i) vegetation loss and reduced slope stability along bridge approaches; (ii) degradation of river / stream water quality; (iii) impacts on river / stream hydrology; (iv) construction period disturbances including noise, dust pollution, and spoil disposal; and (v) occupational health and community safety including compliance with standards on labor camps, safety gear, safe working practices, etc. Proper engineering of approaches, abutments, and river training works is essential for impact mitigation. Similarly, proper disposal of excavated materials, location of drain outlets, drainage management, and management of quarrying operations and community infrastructure, cultural heritages, etc. will be important. Environmental specialists / consultants will bel be part of project preparation and implementation teams at each level. This approach will include under second BIMP as a means to ensure implementation and monitoring of environmental compliances and application of ESMF provisions. BIMP-I successfully deployed screening methodologies to guide the development of EMAPs or IEEs as appropriate for specific site conditions. This approach will continue under BIMP-II as a means for determining which provisions of the ESMF should apply to Program works.

19. The Program is anticipating limited adverse social impacts which are most likely to occur in the vicinity of bridge works. Based on past experiences, social impacts can include: (i) temporary leasing of private assets (land and/or structures) for contractor operations; (ii) permanent acquisition of private assets (land, structures, trees, crops, etc.) around bridge abutments or approaches; (iii) potential impacts due to worker influx and/or underage workers; (iv) exclusion and/or gaps in citizen engagement; and (v) livelihood impacts (business disruptions, disruption to agricultural operations, etc.). The DOR's ESMF and GON's broader legal and policy framework that applies to the Program includes provisions for land acquisition, resettlement and rehabilitation measures for the adversely affected persons/families with special focus on vulnerable communities (Indigenous Peoples, IPs). These include: (i) Land Acquisition Act; (i) Land Acquisition, Resettlement and Rehabilitation Policy (LARRP); and (iii) National Foundation for Development of Indigenous Nationalities (NFDIN) Act. The framework provided by DOR's ESMF, and GON's other laws and policies has distinct provisions applicable to adversely affected non-title holders/squatters who occupy lands informally. The Association's

team is also working with DOR to strengthen implementation of labor camp and child labor related provisions of the ESMF based on a recently completed independent assessment of labor risks across IDA-supported worksites in Nepal's transport sector. Social management personnel shall be part of project preparation and implementation teams at each level. Likewise, social management approach of BIMP-II will synergistically focus on further enhancing aspects like: citizen engagement, Gender Equality and Social Inclusion (GESI), communication and outreach mechanisms, Grievance Management Systems (GMS), child worker prohibition, and workers' influx management. Where required, social impact assessment (SIA) will take place at sub-project identification stages leading to preparation of required social management plans (SMPs) and regular free, prior, and informed consultations (FPICs) with affected communities.

20. A key learning regarding the Program's environmental and social systems under BIMP-I concerned the timing of assessments and the integration between technical, social, and environmental work streams. There were instances during BIMP-I when social and environmental work was not optimally phased relative to parallel engineering work. Specifically, the Association's supervision identified examples of designs advancing and proceeding to tender prior to social and environmental assessments completing and providing inputs relating to mitigations for inclusion in contract terms (bidding documents, etc.). This often resulted in costly contract variations or sub-optimal mitigations being adopted in an ex-post manner. In part, this reflected instances of poor communication between Bridge Branch and GESU that occasionally arose during particularly busy periods. It also reflected an unstructured approach to managing the preparation of bridge investments from concept to readiness for tender. The Program Action Plan will seek to mitigate the likelihood of recurrence by adopting a codified system of stages and Gate Reviews for the development of Program works packages. Gate Reviews will aim at preventing works packages from advancing without required technical, social, and environmental preparations occurring in proper sequence. In addition, the Action Plan also includes the implementation of key enhancements to social and environmental risk management as identified by the ESSA.

IPF component

21. The IPF TA component will support, among other things, studies that concern "Category A" projects under the Association's system, advanced designs for enhanced resilience and inclusion that could be included in future IDA-supported operations. The IPF component will also support baseline assessments, engineering studies, feasibility studies, and technical designs for preparing future projects on the SRN as government priorities crystalize and DOR identifies the specific projects. The category of each proposed project or bridge that will be prepared under the IPF component will be confirmed in accordance with the screening criteria as per Bank's OP 4.01 as well as country's legislative requirements and the DOR's Environmental and Social Management Framework that guides their implementation. Model Environmental Impact Assessment (EIA) and Social Impact Assessment (SIA) Terms of Reference (ToRs) have been prepared, reviewed, cleared by the Bank and publicly disclosed. Site-specific assessment reports and prepared plans shall be reviewed and cleared by the Bank, approved by the concerned GON authorities, and be disclosed by the Association and DOR at least 120 days prior to the execution of assignments. During implementation model ToRs will be customized to site-specific interventions. During implementation, site specific EIA and SIA ToRs as well as EIA and SIA Report(s) for each Category A intervention will be reviewed and cleared by the Association.

22. For environmental risk management, OP/BP 4.01 Environmental Assessment, OP/BP 4.04 Natural Habitats, OP/BP 4.36 Forests, and OP/BP 4.11 Physical Cultural Resources are triggered for the IPF component because one or more of the bridges to prepared with support from the TA may have adverse consequences relevant to those aspects, depending on the location and details of the proposed intervention/ bridge.

23. For social impacts, OP/BP 4.10 (Indigenous Peoples), and OP/BP 4.12 (Involuntary Resettlement) are triggered. Vulnerable Community Development Plan (VCDP) (along with an Indigenous Peoples' Plan (IPP) where necessary), will be developed as may be applicable based on findings of social impact assessment (SIA) for each bridge-site. Similarly, a Resettlement Action Plan (RAP) or Abbreviated Resettlement Action Plan (ARAP) will be prepared for any subproject requiring permanent acquisition of private assets (land, structures, etc.) based on SIA findings. Further, affected persons/families will be supported in livelihood restoration and/or enhancement through preparation and implementation of a VCDP. Likewise, social management approach as detailed under Paragraph 42 above will be applicable to IPF component as well.

24. Communities and individuals who believe that they are adversely affected as a result of a Bank supported PforR operation, as defined by the applicable policy and procedures, may submit complaints to the existing program grievance redress mechanism or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address pertinent concerns. Affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit http://www.worldbank.org/GRS. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

VI. FINANCING

Component	*US$m IDA*	*US$m GON*	*TOTAL*	*% of total amt.*
PforR Civil Works	113.09	63.01	176.10	*90%*
PforR Institutional Results	5.75	-	5.75	*3%*
Subtotal - PforR component	*118.84*	*63.01*	*181.85*	*93%*
% of PforR component	*65%*	*35%*		
IPF: Technical assistance, advanced design capacity, & institutional development	14.15	-	14.15	*7%*
Subtotal - IPF component	*14.15*	-	*14.15*	*7%*
% of IPF component	*100%*	*0%*		
Total	**132.99**	**63.01**	**196.00**	
% of total hybrid operation	*68%*	*32%*	*100.0%*	

VII. PROGRAM INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS

1. DOR's Bridge Branch will lead Program implementation as well as the implementation of the hybrid operation's IPF component. Six other entities within the Department of Roads will

have key roles in supporting the Program's functioning. The table below summarizes the roles of these different entities.

Roles / Responsibilities of Internal DOR Entities

DOR Entity	*Program role*
Bridge Branch *(Lead entity for Program delivery)*	▪ Overall stewardship of Bridge Management System (BMS) and Bridge Site Monitoring System (BSMS), management of BMS / BSMS data and software ▪ Implementation of complex works (e.g. high / long bridges, innovative designs, advanced maintenance and repair methodologies) ▪ Oversight of implementation by Divisional Road Offices (for less complex works) ▪ Coordination of site supervision by independent consultants ▪ Management of design consultants and international experts ▪ Implementation the Program's complementary component on technical assistance, advanced resilience & inclusion designs, and institutional development ▪ Design approval, planning, monitoring, and development of Program investments ▪ Undertaking quality monitoring and evaluation of worksites ▪ Coordination of all PforR Program and IPF activities and primary point of contact with the Association's task team
Divisional Offices	▪ Procurement and contract management of less complex works
Bridge Sectors (Regional Directorates)	▪ Coordinating of monitoring and reporting to Bridge Branch of bridge works by Divisional Offices within their respective geographical remits ▪ Direct monitoring and reporting to Bridge Branch on Program bridge works within their respective geographical remits.
Planning Branch	▪ Compilation of work plan and annual budget for the Program (which are subsequently proposed to MoF for consideration / inclusion in the national budget)
Financial Administration Section	▪ Financial control and reporting for the Program within DOR

Geo-Environment and Social Unit (GESU)	▪ Lead overall management of environmental and social aspects of the Program ▪ Social and environmental assessments and development of safeguards instruments in accordance with the DoR's Environmental and Social Management Framework, and other legislative provisions of GoN ▪ Ensuring environmental and social consideration are adequately incorporated in project designs, bidding documents, bills of quantity, contract monitoring systems, and other elements of contractual packages ▪ Environmental and social compliance assurances – including planning, implementation, monitoring and supervisions; and seek/grant approvals/concurrences as applicable ▪ Management of DOR's Grievance Redress Mechanism (GRM) complaints relating to social and environmental impacts
Maintenance Branch	▪ Development of Annual Road Maintenance Plans (which also include bridges)

There are six key GON institutions that have noteworthy roles relating to different aspects of the Program. These are summarized in the below table.

Other GON institutions and their Program roles

Implementation Role	*Entity*
Line item budgeting and funding allocations	▪ Ministry of Finance (both annual and medium-term)
Procurement oversight and complaints resolution mechanisms	▪ Public Procurement Monitoring Office
Financial Control of Treasury Single Account system used for payments	▪ Finance Comptroller General's Office
Governance and anti-corruption	▪ National Vigilance Centre (technical auditing) ▪ Commission for the Investigation of Abuse of Authority (investigation and prosecution of suspected corruption)
Financial Auditing	▪ Office of the Auditor General
DLI verification	▪ National Planning Commission (with support from Swiss Development Corporation and the Local Road Bridge Program)

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