Proposed Loan
Republic of Indonesia: Regional Roads Development Project
# Contents

## ABBREVIATIONS  
IV

I. PROJECT DESCRIPTION  
A. Rationale 1  
B. Impact and Outcome 2  
C. Outputs 2

II. IMPLEMENTATION PLANS 3  
A. Project Readiness Activities 3  
B. Overall Project Implementation Plan 3  
C. Assessment of Physical Progress During Implementation 7  
D. Physical Progress S-curve 7

III. PROJECT MANAGEMENT ARRANGEMENTS 9  
A. Project Implementation Organizations – Roles and Responsibilities 9  
B. Key Persons Involved in Implementation 11  
C. Project Organization Structure 11

IV. COSTS AND FINANCING 14  
A. Cost Estimates by Expenditure Category 14  
B. Allocation and withdrawal of Loan Proceeds 15  
C. Expenditure Accounts by Financiers 16  
D. Contract and Disbursement S-curve 17  
E. Fund Flow Diagram 17

V. FINANCIAL MANAGEMENT 19  
A. Financial Management Assessment 19  
B. Disbursement 22  
C. Financial Accounting and Auditing 23

VI. PROCUREMENT AND CONSULTING SERVICES 24  
A. Procurement of Goods, Works and Consulting Services 24  
B. Procurement Plan 26  
C. Consultant's Terms of Reference 30

VII. SAFEGUARDS 94  
A. Environment 94  
B. Land Acquisition and Resettlement, and Indigenous Peoples 94  
C. Execution of Civil Works Contracts 95

VIII. GENDER AND SOCIAL DIMENSIONS 96  
A. Poverty Reduction 96  
B. Safety, Health and Gender Concerns 96

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION 98  
A. Project Design and Monitoring Framework 98  
B. Monitoring 98  
C. Evaluation 100  
D. Reporting 100  
E. Stakeholder Communication Strategy 100

X. ANTICORRUPTION POLICY 103

XI. ACCOUNTABILITY MECHANISM 111

XII. RECORD OF PAM CHANGES 112
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 Government and Asian Development Bank (ADB) policies and procedures. The PAM should include references to all available templates and instructions either through linkages to relevant URLs or directly incorporated in the PAM.

The Directorate General of Highway under the Ministry of Public Works is wholly responsible for the implementation of ADB financed Regional Roads Development Project, as agreed jointly between the Government and ADB, and in accordance with Government and ADB’s policies and procedures. ADB staff is responsible to support implementation including compliance by Directorate General of Highways of their obligations and responsibilities for program 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 Agreement. Such agreement shall be reflected in the minutes of the Loan Negotiations. In the event of any discrepancy or contradiction between the PAM and the Loan Agreement, the provisions of the Loan Agreement shall prevail.

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

The PAM includes references and tentative arrangements for the Islamic Development Bank parallel cofinanced portion of the Regional Roads Development Project. These are included for information purposes only and administrative and management arrangements are subject to final agreement between the Government and Islamic Development Bank.
**Abbreviations**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACAP</td>
<td>Anti-Corruption Action Plan</td>
</tr>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
</tr>
<tr>
<td>AFS</td>
<td>audited financial statements</td>
</tr>
<tr>
<td>AMDAL</td>
<td>Analisis Mengenai Dampak Lingkungan (see EIA)</td>
</tr>
<tr>
<td>AP</td>
<td>Affected Persons</td>
</tr>
<tr>
<td>AusAID</td>
<td>Australian Agency for International Development</td>
</tr>
<tr>
<td>BAPPENAS</td>
<td>Badan Perencanaan Pembangunan Nasional</td>
</tr>
<tr>
<td>BIMP-EAGA</td>
<td>Brunei Darussalam, Indonesia, Malaysia, Philippines – East ASEAN growth area</td>
</tr>
<tr>
<td>BKP</td>
<td>Badan Pemeriksa Keuangan</td>
</tr>
<tr>
<td>CIQS</td>
<td>Customs, Immigration, Quarantine and Security</td>
</tr>
<tr>
<td>CTC</td>
<td>core team consultant</td>
</tr>
<tr>
<td>DGH</td>
<td>Directorate General of Highways</td>
</tr>
<tr>
<td>DGLT</td>
<td>Directorate General of Land Transportation</td>
</tr>
<tr>
<td>DMF</td>
<td>design and monitoring framework</td>
</tr>
<tr>
<td>DOP</td>
<td>Subdirectorate of Planning</td>
</tr>
<tr>
<td>DSC</td>
<td>design and supervision consultant</td>
</tr>
<tr>
<td>EA</td>
<td>Executing Agency</td>
</tr>
<tr>
<td>EIA</td>
<td>environmental impact assessment</td>
</tr>
<tr>
<td>EINRIP</td>
<td>Eastern Indonesia National Roads Improvement Project</td>
</tr>
<tr>
<td>EIRR</td>
<td>economic internal rate of return</td>
</tr>
<tr>
<td>EIRTP</td>
<td>East Indonesian Road Transport Project</td>
</tr>
<tr>
<td>EMDP</td>
<td>Ethnic Minorities Development Plan</td>
</tr>
<tr>
<td>EMP</td>
<td>environmental management plan (cf UKL)</td>
</tr>
<tr>
<td>ESMS</td>
<td>environmental and social management system</td>
</tr>
<tr>
<td>FIDIC</td>
<td>International Federation of Consulting Engineers</td>
</tr>
<tr>
<td>GDP</td>
<td>gross domestic product</td>
</tr>
<tr>
<td>GOI</td>
<td>Government of Indonesia</td>
</tr>
<tr>
<td>HDM4</td>
<td>highway design and maintenance 4</td>
</tr>
<tr>
<td>HAHTP</td>
<td>HIV/AIDS and Human Trafficking Prevention Plan</td>
</tr>
<tr>
<td>ICB</td>
<td>international competitive bidding</td>
</tr>
<tr>
<td>IEE</td>
<td>initial environmental examination</td>
</tr>
<tr>
<td>IHCM</td>
<td>Indonesian Highway Capacity Manual</td>
</tr>
<tr>
<td>ISDB</td>
<td>Islamic Development Bank</td>
</tr>
<tr>
<td>KPK</td>
<td>Komisi Pemberantasan Korupsi</td>
</tr>
<tr>
<td>LAR</td>
<td>land acquisition and resettlement</td>
</tr>
<tr>
<td>LARAP</td>
<td>Land acquisition and resettlement action plan</td>
</tr>
<tr>
<td>LIBOR</td>
<td>London interbank offered rate</td>
</tr>
<tr>
<td>MOF</td>
<td>Ministry of Finance</td>
</tr>
<tr>
<td>MPW</td>
<td>Ministry of Public Works</td>
</tr>
<tr>
<td>NCB</td>
<td>national competitive bidding</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-government organizations</td>
</tr>
<tr>
<td>P2JJ</td>
<td>Perencanaan Pengawasan Jalan dan Jembatan</td>
</tr>
<tr>
<td>PAI</td>
<td>project administration instructions</td>
</tr>
<tr>
<td>PAM</td>
<td>project administration manual</td>
</tr>
<tr>
<td>PMU</td>
<td>project management unit</td>
</tr>
<tr>
<td>QBS</td>
<td>quality based selection</td>
</tr>
<tr>
<td>QCBS</td>
<td>quality- and cost based selection</td>
</tr>
<tr>
<td>RRP</td>
<td>report and recommendation of the President to the Board</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>SBD</td>
<td>standard bidding documents</td>
</tr>
<tr>
<td>SGIA</td>
<td>second generation imprest accounts</td>
</tr>
<tr>
<td>SOE</td>
<td>statement of expenditure</td>
</tr>
<tr>
<td>SPS</td>
<td>Safeguard Policy Statement</td>
</tr>
<tr>
<td>SPRSS</td>
<td>summary poverty reduction and social strategy</td>
</tr>
<tr>
<td>TOR</td>
<td>terms of reference</td>
</tr>
</tbody>
</table>
I. PROJECT DESCRIPTION

A. Rationale

1. Indonesia is a middle-income country, with varied development across its provinces and islands. The government plans to promote sustainable economic growth through a significant increase in infrastructure investment over the next five years. To achieve more equitable development across the country, the government of Indonesia recognizes the urgent need to: (i) improve transport accessibility in the less developed areas, which will also reduce poverty in local communities; and (ii) expand long-term growth opportunities and attract investment through the development of stronger trade ties under regional cooperation initiatives.

2. The proposed Project\(^1\) will improve strategic national road corridors in northern Kalimantan and southern Java to support economic growth in these two less developed and poorer areas of Indonesia. The rehabilitation, capacity expansion and new construction of highways will strengthen national and regional connectivity, and improve access to markets, job opportunities and social services in four provinces.\(^2\) The national road network in southern Java is incomplete, with some road sections of the southern Trans Java Highway not yet constructed resulting in gaps in network coverage; other sections are constructed below national standards and in poor condition. Improved road infrastructure in southern Java is necessary for removing existing constraints to economic growth and investment in this isolated area. Similarly, road network improvements are needed to support economic development in the less developed and remote districts in northern Kalimantan. Improved road connections in Kalimantan to the border will also support the Brunei Indonesia Malaysia Philippines–East ASEAN Growth Area (BIMP-EAGA) transport initiatives to develop two land-based transport corridors for greater connectivity and reduced transport costs\(^3\) and complement other BIMP-EAGA programs to reduce non-physical barriers to trade by improving customs, immigration, quarantine and security processes. Recognizing the need to protect and preserve the environmentally sensitive areas of Kalimantan, the proposed project will not support any road improvements in this area.\(^4\)

3. Roads are a key enabler for the country’s poverty reduction strategy, which provide people with better access to education, health services and job opportunities. In recent years, the government has concentrated on eliminating the large maintenance backlog in the national highway network, rather than expanding the road network that has limited funding for improving access to areas away from primary traffic corridors. In addition to persistent maintenance requirements, ongoing problems in the sector include poor interdepartmental coordination, inadequate institutional capacity, poor control of vehicle overloading and insufficient focus on road safety. The government’s 2010–2014 strategy for national highways\(^5\) is to ensure that roads are improved and constructed to enhance connectivity between major towns in order to increase access to markets and other centers of economic activity; including: (i) expansion of road capacity to meet traffic demand; and (ii) extension of road network to serve poor, isolated communities and to promote regional cooperation with neighboring countries.

---


\(^{2}\) East and West Kalimantan, and Central and East Java Provinces.


\(^{4}\) Under a separate small scale technical assistance, ADB 2008 *Strengthening Environmental Practices for Road Development in Kalimantan*. Manila, an assessment of environmental monitoring practice and necessary training courses were prepared, which will be implemented under the proposed project.

4. The government’s medium-term development goals commit to raising levels of sustainable economic growth, creating jobs, and accelerating achievement of its millennium development goals.\(^6\) Infrastructure development and investment—including that related to road transport—is critical to meeting these objectives. Improvement of road infrastructure is a key priority under the government's 2010–2014 five year medium term strategy, and is consistent with ADB’s Indonesia Transport Sector Assessment, Strategy and Roadmap.\(^7\)

B. Impact and Outcome

5. The impact of the Project will be increased efficiency of road transport supporting integrated and sustainable economic growth along project corridors. The outcome will be improved capacity and safety of national and strategic roads.

C. Outputs

6. The outputs of the Project will be: (i) the development of national and strategic roads including the rehabilitation or, improvement of approximately 476 km of roads in four provinces of Indonesia; and (ii) a road sector development program to improve road safety, road investment planning, overloading control; and capacity development of road sector agencies.

   (i) **Component 1: Development of national and strategic roads.** Expansion of the Borrower’s rehabilitation and improvement program for national highways and strategic roads of about 476 kilometers (km) in the Borrower’s provinces in East and West Kalimantan and East and Central Java. ADB shall finance approximately 400 km of the roads covering East and West Kalimantan and East Java and IDB shall finance approximately 76 km of the roads covering Central Java.

   (ii) **Component 2: Road sector development program.**

      a. Part A: Implementation of a road safety strengthening program comprising: (a) road safety engineering and audits; (b) a road safety awareness campaign for communities under the Project; (c) road safety training; and (d) strengthening capacity for overloading and speed enforcement.

      b. Part B: Support to address key sector issues and capacity development for the Borrower’s road sector agencies through: (a) an integrated capacity development program at national, provincial, and district levels; (b) HIV/AIDS and human anti-trafficking program in Project districts; (c) a study to develop an overall strategic approach to transport sector planning to prioritize investments; and (d) determination and implementation of an effective approach for integrated vehicle overloading control strategy.

---


\(^7\) Prepared under the ADB’s draft *Indonesia Country Partnership Strategy 2011–2015*. 
II. IMPLEMENTATION PLANS

A. Project Readiness Activities

7. The Project readiness assessment consists of two sets of criteria; (i) government readiness criteria that need to be completed prior to loan negotiations; and (ii) additional agreed readiness criteria that represent best practices to ensure that there will be no commencement delays for the Project. The proposed overall project readiness criteria activities are indicated in Table 2.1.

8. The detailed design was completed by DGH in December 2010. Arrangements for "bridging consultant team" services to be provided through additional staff under ADB budget had been agreed. The bridging consultant team will assist DGH to finalize the detailed project implementation plan, project monitoring indicators, implementation arrangements plan, and preparation of documents for consultant recruitment and civil works bidding. DGH will establish the project management unit (PMU) and head of PMU will be Director of Planning. PMU deputy head will be DGH staff experienced with handling internationally funded projects.

B. Overall Project Implementation Plan

9. The Project is scheduled for completion by 29 February 2016. Overall project implementation plan is shown in Figure 2.1 and Figure 2.2 below.
Table 1: Program Readiness Criteria

<table>
<thead>
<tr>
<th>Indicative Activities</th>
<th>Months</th>
<th>Who responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detailed Project Implementation Plan</td>
<td>Feb - Jun</td>
<td>DGH/ADB</td>
</tr>
<tr>
<td>Project Monitoring Indicators</td>
<td>Mar - May</td>
<td>DGH/ADB</td>
</tr>
<tr>
<td>Implementation Arrangements Plan</td>
<td>Apr - Jun</td>
<td>DGH/ADB</td>
</tr>
<tr>
<td>Commitment from local government including counterpart funds</td>
<td>completed</td>
<td></td>
</tr>
<tr>
<td>Provision of funds for land Acquisition</td>
<td>completed</td>
<td></td>
</tr>
<tr>
<td>Counterpart funds for first year of implementation</td>
<td>completed</td>
<td></td>
</tr>
<tr>
<td>Final PAM endorsed</td>
<td>Aug</td>
<td>DGH/ADB</td>
</tr>
<tr>
<td>Advance procurement approval</td>
<td>ADB (completed Jun 2010)</td>
<td></td>
</tr>
<tr>
<td>A. Consultant recruitment</td>
<td>X</td>
<td>DGH/ADB</td>
</tr>
<tr>
<td>• Shortlist</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Request for proposals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Recommendation for contract award</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Civil Works Bidding (1st year)</td>
<td>X</td>
<td>DGH/ADB</td>
</tr>
<tr>
<td>• Invitation for Prequalification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Invitation for bid for ICB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Recommendation for contract award</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Management system and audit arrangements</td>
<td>X</td>
<td>DGH</td>
</tr>
<tr>
<td>Approval and disclosure of safeguard documents</td>
<td>completed</td>
<td></td>
</tr>
<tr>
<td>Detailed design (1st year program)</td>
<td>completed</td>
<td></td>
</tr>
<tr>
<td>ADB Board approval</td>
<td>X</td>
<td>ADB</td>
</tr>
</tbody>
</table>

ADB = Asian Development Bank, DGH = Directorate General of Highways, GOI = Government of Indonesia, ICB = international competitive bidding, PAM = project administration manual, PMU = project management unit.
<table>
<thead>
<tr>
<th>Contract #</th>
<th>Description</th>
<th>Activity</th>
<th>Duration</th>
<th>Date</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>24-RCP01</td>
<td>Tambak Mulyo to Wawar</td>
<td>Prequal/Bidding</td>
<td>10</td>
<td>1-Oct-11</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contract Award</td>
<td>1</td>
<td>1-Sep-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction</td>
<td>36</td>
<td>1-Nov-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>24-RCP02</td>
<td>Girwoyo to Duwet</td>
<td>Prequal/Bidding</td>
<td>10</td>
<td>1-Oct-11</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contract Award</td>
<td>1</td>
<td>1-Sep-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction</td>
<td>30</td>
<td>1-Nov-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>24-RCP03</td>
<td>Wawar to Congot</td>
<td>Prequal/Bidding</td>
<td>10</td>
<td>1-Oct-11</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contract Award</td>
<td>1</td>
<td>1-Sep-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction</td>
<td>24</td>
<td>1-Nov-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
</tbody>
</table>

**ADB-Civil Works**

<table>
<thead>
<tr>
<th>Contract #</th>
<th>Description</th>
<th>Activity</th>
<th>Duration</th>
<th>Date</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>28-RCP01</td>
<td>Jolosuro - Sedangbiru</td>
<td>Prequal/Bidding</td>
<td>10</td>
<td>1-Sep-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contract Award</td>
<td>1</td>
<td>1-Aug-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction</td>
<td>24</td>
<td>1-Oct-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>30-RCP01</td>
<td>A: Sosok-Tayan</td>
<td>Prequal/Bidding</td>
<td>9</td>
<td>1-Jun-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B: Tanjung - Batas Kota Sangau</td>
<td>Contract Award</td>
<td>1</td>
<td>1-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction</td>
<td>24</td>
<td>1-May-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>30-RCP02</td>
<td>A: Singkawang - Tembas</td>
<td>Prequal/Bidding</td>
<td>9</td>
<td>1-Jun-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B: Sambas By-pass</td>
<td>Contract Award</td>
<td>1</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>C: Tanjung Harapan - Galing</td>
<td>Construction</td>
<td>30</td>
<td>1-May-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>30-RCP03</td>
<td>A: Galing - Simpang Tanjung</td>
<td>Prequal/Bidding</td>
<td>9</td>
<td>1-Jun-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B: Simpang Tanjung - Aruk (Bata Serawak)</td>
<td>Contract Award</td>
<td>1</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction</td>
<td>36</td>
<td>1-May-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>34-RCP01</td>
<td>A: Tanjung Selor - Simpang Tiga</td>
<td>Prequal/Bidding</td>
<td>9</td>
<td>1-Jun-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tanjung Palas</td>
<td>Contract Award</td>
<td>1</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction</td>
<td>36</td>
<td>1-May-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
</tbody>
</table>

**ISDB-Civil Works**

<table>
<thead>
<tr>
<th>Contract #</th>
<th>Description</th>
<th>Activity</th>
<th>Duration</th>
<th>Date</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>34-RCP02</td>
<td>Tanjung Palas - Sekatuh Buji (P1)</td>
<td>Prequal/Bidding</td>
<td>9</td>
<td>1-Jun-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contract Award</td>
<td>1</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction</td>
<td>24</td>
<td>1-May-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>34-RCP03</td>
<td>Simpang Tiga Apas - Simanggar (section 1)</td>
<td>Prequal/Bidding</td>
<td>9</td>
<td>1-Jun-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contract Award</td>
<td>1</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction</td>
<td>24</td>
<td>1-May-12</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>34-RCP04</td>
<td>A: Simpang Tiga Apas - Simanggar (section 2)</td>
<td>Prequal/Bidding</td>
<td>12</td>
<td>1-Oct-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contract Award</td>
<td>1</td>
<td>1-Nov-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B: Simanggaris - Batas Negara (Serudong)</td>
<td>Construction</td>
<td>36</td>
<td>1-Jan-13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Figure 1: Program Implementation Plan (Civil Works)**
### Figure 2: Program Implementation Plan (Consulting Services and Goods)

<table>
<thead>
<tr>
<th>Contract #</th>
<th>Description</th>
<th>Activity</th>
<th>Duration (mths)</th>
<th>Start Date</th>
<th>End Date</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSP-1</td>
<td>Core Team</td>
<td>shortlist</td>
<td>2</td>
<td>1-Jul-11</td>
<td>31-Aug-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>RFP/evaluation</td>
<td>5</td>
<td>1-Sep-11</td>
<td>31-Jan-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>award</td>
<td>1</td>
<td>1-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td>46</td>
<td>1-Apr-12</td>
<td>31-Jan-16</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSP-2</td>
<td>Design review and Supervision</td>
<td>shortlist</td>
<td>2</td>
<td>1-Jul-11</td>
<td>31-Aug-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Kalimantan)</td>
<td>RFP/evaluation</td>
<td>5</td>
<td>1-Sep-11</td>
<td>31-Jan-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>award</td>
<td>1</td>
<td>1-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td>46</td>
<td>1-Apr-12</td>
<td>31-Jan-16</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSP-3</td>
<td>Design review and Supervision</td>
<td>shortlist</td>
<td>2</td>
<td>1-Nov-11</td>
<td>31-Dec-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Java)</td>
<td>RFP/evaluation</td>
<td>6</td>
<td>1-Jan-12</td>
<td>30-Jun-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>award</td>
<td>1</td>
<td>1-Aug-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td>26</td>
<td>1-Sep-12</td>
<td>31-Oct-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSP-4</td>
<td>Road Safety Support</td>
<td>shortlist</td>
<td>3</td>
<td>1-Jan-12</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(DGH)</td>
<td>RFP/evaluation</td>
<td>7</td>
<td>1-Apr-12</td>
<td>31-Oct-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>award</td>
<td>1</td>
<td>1-Dec-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td>18</td>
<td>1-Jan-13</td>
<td>30-Jun-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSP-5</td>
<td>Institutional Development for road network</td>
<td>shortlist</td>
<td>3</td>
<td>1-Jan-12</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>management</td>
<td>RFP/evaluation</td>
<td>7</td>
<td>1-Apr-12</td>
<td>31-Oct-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(DGH)</td>
<td>award</td>
<td>1</td>
<td>1-Dec-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td>18</td>
<td>1-Jan-13</td>
<td>30-Jun-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSP-6</td>
<td>Road Safety awareness</td>
<td>shortlist</td>
<td>3</td>
<td>1-Jan-12</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>campaign and training</td>
<td>RFP/evaluation</td>
<td>8</td>
<td>1-Apr-12</td>
<td>31-Oct-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(DGLT)</td>
<td>award</td>
<td>1</td>
<td>1-Dec-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td>24</td>
<td>1-Jan-13</td>
<td>31-Dec-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSP-7</td>
<td>Overloading and speed</td>
<td>shortlist</td>
<td>3</td>
<td>1-Jan-12</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>enforcement</td>
<td>RFP/evaluation</td>
<td>8</td>
<td>1-Apr-12</td>
<td>31-Oct-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(TPC)</td>
<td>award</td>
<td>1</td>
<td>1-Dec-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td>24</td>
<td>1-Jan-13</td>
<td>31-Dec-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSP-8</td>
<td>Indonesia Transport Sector Development Strategy</td>
<td>shortlist</td>
<td>3</td>
<td>1-Jan-12</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>and Policy</td>
<td>RFP/evaluation</td>
<td>8</td>
<td>1-Apr-12</td>
<td>31-Oct-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Study</td>
<td>award</td>
<td>1</td>
<td>1-Dec-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Bappenas)</td>
<td>Services</td>
<td>18</td>
<td>1-Jan-13</td>
<td>30-Jun-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSP-9</td>
<td>Integrated vehicle overloading control strategy</td>
<td>shortlist</td>
<td>3</td>
<td>1-Jan-12</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(DGLT)</td>
<td>RFP/evaluation</td>
<td>8</td>
<td>1-Apr-12</td>
<td>31-Oct-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>award</td>
<td>1</td>
<td>1-Dec-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td>18</td>
<td>1-Jan-13</td>
<td>30-Jun-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSP-10</td>
<td>HIV/AIDS and anti-trafficking program</td>
<td>shortlist</td>
<td>3</td>
<td>1-Jan-12</td>
<td>31-Mar-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(DGH)</td>
<td>RFP/evaluation</td>
<td>8</td>
<td>1-Apr-12</td>
<td>31-Oct-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>award</td>
<td>1</td>
<td>1-Dec-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td>18</td>
<td>1-Jan-13</td>
<td>30-Jun-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### GOODS AND EQUIPMENT

| GEP-1      | Road Safety Equipment                            | List                      | 3               | 1-Mar-13   | 1-May-13  |      |      |      |      |      |      |
|           |                                                   | Shopping                  | 6               | 1-Jun-13   | 30-Nov-13 |      |      |      |      |      |      |
|           |                                                   | Procure                   | 9               | 1-Sep-13   | 31-May-14 |      |      |      |      |      |      |
C. Assessment of Physical Progress During Implementation

10. Each project implementation activity carries certain weight and should be accounted for while computing the physical progress. In this respect, Table 2.2 shows guidelines for computing physical progress of the Project. This will be used both by DGH and ADB for the assessment of physical progress at any time during the project implementation.

### Table 2: Project Implementation Progress

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant recruitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Detailed design and Tender documents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
<td>70%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Tendering of civil works</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Physical completion of works and disbursements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>75%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Road safety Strengthening program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Road sector development program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Weight</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>100%</strong></td>
<td></td>
<td><strong>3.5%</strong></td>
</tr>
</tbody>
</table>

(a) Assigned weight for each activity  
(b) Actual progress of each activity  
(a) x (b) Weighted progress for each activity  
Project progress = sum of all weighted progress for each activity

D. Physical Progress S-curve

11. Figure 2.2 shows graphs of anticipated overall physical progress over the life of Project. This graph will help identifying the status of project either achieving the anticipated targets or underperforming with delays. This data will also be used for the project performance rating (PPR) and as an early warning system, which are explained in Section VIII.
Figure 3: Project Physical Progress S-Curve
### III. PROJECT MANAGEMENT ARRANGEMENTS

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

12. The key implementation organizations involved in the project include Directorate General of Highways, and its Project Management Unit, Directorate General of Land Transportation, Traffic Police Corps of Indonesia National Police, and BAPPENAS, as well as the Ministry of Finance in an oversight role. Asian Development Bank (ADB) will monitor all project implementation activities. Details of the implementation organization key roles and responsibilities are indicated in Table 3.1 below:

<table>
<thead>
<tr>
<th>Project Implementation Organizations</th>
<th>Management Roles and Responsibilities</th>
</tr>
</thead>
</table>
| Directorate General of Highways (the executing agency) | ✔️ Establishment of PMU and Satker/PPK;  
✔️ Timely provision of agreed counterpart funds for project activities;  
✔️ Involving beneficiaries and civil society representatives in all stages of project design and implementation;  
✔️ Public disclosure of project outputs;  
✔️ Quality assurance of works and services of consultants and counterpart staff;  
✔️ Establishing strong financial management system and submitting timely withdrawal applications (WA) to ADB, ensuring timely financial audits as per agreed timeframe and taking recommended actions are conducted;  
✔️ Complying with all loan covenants (road sector reforms, social and environmental safeguards, financial, economic, and others);  
✔️ Ensuring projects' sustainability during post implementation stage and reporting to ADB on the assessed development impacts  
✔️ Responsible for collection and retention of all support documents, reporting documents and annual audit report and financial statements |
| Project Management Unit/PIU/Satker/PPK | ✔️ Recruiting consultants;  
✔️ Finalizing survey, detailed design, bidding documents and contract awards;  
✔️ Monitoring and evaluation of project activities and outputs, including periodic review, preparation of review reports identifying issues and action plans;  
✔️ Preparing regular periodic progress reports, and project completion reports and their timely submission to ADB |
| National Steering Committee | ✔️ Responsible for the overall supervision and execution of the project;  
✔️ Monitor and coordinate different agency activities;  
✔️ Review and endorse any proposed key changes in project scope |
| Directorate General of Land Transportation | ✔️ Coordinate and participate in the conduct of road safety surveys, audits and road safety awareness campaign of the project to increase awareness and full participation in sharing the responsibilities as mandated under the new law 22/2009.  
✔️ Conduct and participate in trainings on road safety  
✔️ Prepare and conduct the Integrated vehicle overloading control strategy.  
✔️ Provide assistance and support in the efficient procurement of consulting services under the RSSP. |
<p>| Traffic Police Corps of Indonesia National Police | ✔️ Participate in RSSP, including Road Safety, and Children Traffic program; |</p>
<table>
<thead>
<tr>
<th>Project Implementation Organizations</th>
<th>Management Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>➢ Coordinate and participate in the implementation of trainings on traffic planning management and enforcement;</td>
</tr>
<tr>
<td></td>
<td>➢ Procurement of necessary equipment for road safety enforcement and emergency response under the RSSP.</td>
</tr>
</tbody>
</table>

- **BAPPENAS, Directorate of Transportation**
  ➢ Implement the Indonesia Transport Sector Development Strategy and Policy Study
  ➢ Provide assistance and support in the efficient procurement of consulting services

- **Ministry of Finance**
  ➢ Signing the Loan Agreement;
  ➢ Monitoring of the project implementation and providing respective coordination and facilitation;
  ➢ Allocating and releasing counterpart funds;
  ➢ Endorsing to ADB the authorized staff with approved signatures for WA processing; and
  ➢ Processing and submitting to ADB any request, when required, for reallocating the loan proceeds.

- **Asian Development Bank**
  ➢ Assist DGH and its PMU in providing timely guidance at each stage of the project for implementation in accordance with the agreed implementation arrangements;
  ➢ Review all the documents that require ADB approval;
  ➢ Conduct periodic loan review missions, a mid-term review, a completion mission for the project, and an overall project completion mission;
  ➢ Monitor and require compliance of all loan covenants (road sector reforms, social and environmental safeguards, financial, economic, and others);
  ➢ Timely process withdrawal applications and release eligible funds;
  ➢ Monitor and require the compliance of financial audit recommendations;
  ➢ Regularly update ADB’s project performance review reports with assistance of DGH and its progress reports
  ➢ Regularly post on ADB website the updated project information documents for public disclosure, and also the safeguards documents as per disclosure provision of the ADB safeguards policy statement.
B. Key Persons Involved in Implementation

**Executing Agency**

<table>
<thead>
<tr>
<th>Directorate General of Highways</th>
<th>Harris Batubara</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director for Planning</td>
<td>+62 21 7200281</td>
</tr>
<tr>
<td>Email address</td>
<td>Jl. Patimura No. 20, Kebayoran Baru, Jakarta Selatan</td>
</tr>
</tbody>
</table>

**Project Management Unit**

<table>
<thead>
<tr>
<th>Officer’s Name: to be named</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position</td>
</tr>
<tr>
<td>Telephone</td>
</tr>
<tr>
<td>Email address</td>
</tr>
<tr>
<td>Office Address</td>
</tr>
</tbody>
</table>

**ADB**

<table>
<thead>
<tr>
<th>Transport and Communications Division</th>
<th>James P. Lynch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>+63 2 632 5928.</td>
</tr>
<tr>
<td><a href="mailto:jlynch@adb.org">jlynch@adb.org</a></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indonesia Resident Mission</th>
<th>James A. Nugent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country Director</td>
<td>+62 21 251 2721</td>
</tr>
<tr>
<td><a href="mailto:jnugent@adb.org">jnugent@adb.org</a></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mission Leader</th>
<th>Yasushi Tanaka</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Transport Specialist</td>
<td>+63 2 632 5657</td>
</tr>
<tr>
<td><a href="mailto:ytanaka@adb.org">ytanaka@adb.org</a></td>
<td></td>
</tr>
</tbody>
</table>

**C. Project Organization Structure**

13. The executing agency (EA) will be the Directorate General of Highways (DGH) of the Ministry of Public Works, with the Directorate of Planning (Bina Program), responsible for overall management. A national steering committee, chaired by BAPPENAS and comprising members representing BAPPENAS, the Ministry of Finance, the Ministry of Public Works, the Ministry of Transport Indonesia National Police and other relevant agencies will monitor and coordinate project implementation. DGH will be responsible for implementation, and will be assisted by implementing agencies (IA) including (i); the Directorate General of Land Transportation (DGLT), for road safety awareness campaign and training and integrated vehicle overloading control strategy; (ii) the Traffic Police Corps (TPC) of Indonesia National Police, the IA for enforcement capability for road infrastructure program; and (iii) BAPPENAS Directorate of Transportation (DT), the IA for the Indonesia Transport Sector Development Strategy and Policy Study.

14. The DGH will establish a Project Management Unit (PMU), headed by the Director of Planning, which will have a officer-in-charge experienced in managing donor funded projects. He/she will be responsible for day-to-day implementation and preparation of progress reports, ensuring that financial and reporting requirements are met and ADB procurement procedures followed with full coordination with provincial project implementation units (PIUs). The PMU will be assisted by full-time competent staff in adequate numbers and supported by a Core Team.
Consultants.. The PMU, with the support of its consultants, will determine annual works program, monitor progress in project implementation and ensure compliance with ADB’s policies, procurement procedures, performance indicators, physical achievements and expenditures and preparation and submittal to the ADB of monthly, quarterly and annual progress reports on overall project implementation.

15. Project components relating to design and implementation will be managed by the Directorate of Technical Affairs and the Directorate of Implementation Affairs Region II in consultation with the Balais (Regional Offices). The Balais in the respective regions, through the Design and Supervision Consultant (DCS), are responsible for supervising the design and supervision consultant in the respective province. For each project province, project implementation units (PIUs) will work under the supervision and management of provincial P2JNs.

16. Standards and procedures for environmental management and monitoring will be prepared by the DGH Sub-Directorate for Environmental Engineering of the Directorate of Technical Affairs and administered by Regional Environmental Impact Management Agencies (BAPEDALDA) in each Province.
IV. COSTS AND FINANCING

A. Cost Estimates by Expenditure Category

17. The Project is estimated to cost $380.5 million. The summary of cost estimate is in Table 4.1.

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of national and strategic roads</td>
<td></td>
</tr>
<tr>
<td>Land Acquisition and Resettlement</td>
<td>0.7</td>
</tr>
<tr>
<td>Civil Works</td>
<td>274.2</td>
</tr>
<tr>
<td>Consultant Services</td>
<td>15.2</td>
</tr>
<tr>
<td>Road sector development program</td>
<td></td>
</tr>
<tr>
<td>Road safety strengthening program</td>
<td>6.9</td>
</tr>
<tr>
<td>Road sector support program</td>
<td>3.3</td>
</tr>
<tr>
<td>Taxes and Duties</td>
<td>22.1</td>
</tr>
<tr>
<td><strong>Total Base Cost</strong></td>
<td><strong>322.4</strong></td>
</tr>
<tr>
<td>Physical and Price Contingencies</td>
<td>48.5</td>
</tr>
<tr>
<td>Financing Charges During Implementation</td>
<td>9.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>380.5</strong></td>
</tr>
</tbody>
</table>

a In 2010 prices.
b Civil works cost does not include taxes and duties under ADB components, and includes under ISDB component.
c Road safety equipment in the amount of $1.3 million is included.
d Physical contingencies at 5% of civil works; price contingencies at 0.7-2.5% on foreign exchange costs and 3-27% on local currency costs.
e Includes interest during construction and commitment charges for ADB loan.
Source: Asian Development Bank estimates.

18. The maximum financing available is $180 million, all from ADB’s ordinary capital resources (OCR). Parallel cofinancing of $65 million will be provided by ISDB. Government will provide $135.5 million in financing.

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Works</td>
<td>155.0</td>
</tr>
<tr>
<td>Goods</td>
<td>1.3</td>
</tr>
<tr>
<td>Consultant Services</td>
<td>21.1</td>
</tr>
<tr>
<td>Unallocated</td>
<td>2.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>180.0</strong></td>
</tr>
</tbody>
</table>
B. Allocation and withdrawal of Loan Proceeds

19. Table 4.3 shows allocation and withdrawal of funds under all the categories scope.

### Table 6: Allocation and Withdrawal of Loan Proceeds

<table>
<thead>
<tr>
<th>Number</th>
<th>Item</th>
<th>Total Amount Allocated for ADB Financing ($ million)</th>
<th>ADB Financing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Category</td>
<td>Subcategory</td>
</tr>
<tr>
<td>1</td>
<td>Works</td>
<td>155.0</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Road Safety Equipment</td>
<td>1.3</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Consulting Services</td>
<td>21.1</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>Core Team Consultant</td>
<td>6.0</td>
<td></td>
</tr>
<tr>
<td>3B</td>
<td>Construction Supervision (East and West Kalimantan)</td>
<td>5.3</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>Construction Supervision (East Java)</td>
<td>0.9</td>
<td></td>
</tr>
<tr>
<td>3D</td>
<td>Road Safety Support</td>
<td>0.4</td>
<td></td>
</tr>
<tr>
<td>3E</td>
<td>Institutional Development for Road Network Management</td>
<td>0.9</td>
<td></td>
</tr>
<tr>
<td>3F</td>
<td>Road safety awareness campaign and training</td>
<td>3.0</td>
<td></td>
</tr>
<tr>
<td>3G</td>
<td>Overloading and Speed Enforcement</td>
<td>2.2</td>
<td></td>
</tr>
<tr>
<td>3H</td>
<td>Indonesia Transport Sector Development Strategy and Policy Study</td>
<td>1.3</td>
<td></td>
</tr>
<tr>
<td>3I</td>
<td>Integrated Vehicle Overloading Control Strategy</td>
<td>0.8</td>
<td></td>
</tr>
<tr>
<td>3J</td>
<td>HIV/AIDS and Anti-Trafficking Prevention Program</td>
<td>0.3</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Unallocated</td>
<td>2.6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>180.0</td>
<td></td>
</tr>
</tbody>
</table>

* Exclusive of taxes and duties imposed within the territory of the Borrower.
ADB = Asian Development Bank,
C. Expenditure Accounts by Financiers

Table 7: Summary Financing Plan of the Project

<table>
<thead>
<tr>
<th>Financier</th>
<th>Amount</th>
<th>($ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian Development Bank</td>
<td>180.0</td>
<td></td>
</tr>
<tr>
<td>Islamic Development Bank</td>
<td>65.0</td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>135.5</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>380.5</td>
<td></td>
</tr>
</tbody>
</table>

Table 8: Detailed Cost Estimates by Financier

<table>
<thead>
<tr>
<th>Item</th>
<th>ADB</th>
<th>ISDB</th>
<th>Government</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of National and Strategic Roads</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Acquisition and Resettlement</td>
<td>0.0</td>
<td>0.0</td>
<td>0.7</td>
<td>0.7</td>
</tr>
<tr>
<td>Civil Works(^b)</td>
<td>155.0</td>
<td>53.5</td>
<td>65.7</td>
<td>274.2</td>
</tr>
<tr>
<td>Consultant Services</td>
<td>12.2</td>
<td>3.0</td>
<td>0.0</td>
<td>15.2</td>
</tr>
<tr>
<td>Road Sector Development Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road safety strengthening program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road safety support</td>
<td>0.4</td>
<td>0.0</td>
<td>0.0</td>
<td>0.4</td>
</tr>
<tr>
<td>Road safety awareness campaign and training</td>
<td>3.0</td>
<td>0.0</td>
<td>0.0</td>
<td>1.6</td>
</tr>
<tr>
<td>Overloading and speed enforcement program(^c)</td>
<td>3.5</td>
<td>0.0</td>
<td>0.0</td>
<td>3.5</td>
</tr>
<tr>
<td>Road sector program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional development for road network management</td>
<td>0.9</td>
<td>0.0</td>
<td>0.0</td>
<td>0.9</td>
</tr>
<tr>
<td>Indonesia Transport sector strategy and policy study</td>
<td>1.3</td>
<td>0.0</td>
<td>0.0</td>
<td>1.3</td>
</tr>
<tr>
<td>Integrated vehicle overloading control strategy</td>
<td>0.8</td>
<td>0.0</td>
<td>0.0</td>
<td>0.8</td>
</tr>
<tr>
<td>HIV/AIDS and Anti-trafficking Program</td>
<td>0.3</td>
<td>0.0</td>
<td>0.0</td>
<td>0.3</td>
</tr>
<tr>
<td>Taxes and duties</td>
<td>0.0</td>
<td>0.0</td>
<td>22.1</td>
<td>22.1</td>
</tr>
<tr>
<td><strong>Total Base Cost</strong></td>
<td>177.4</td>
<td>56.5</td>
<td>88.5</td>
<td>322.4</td>
</tr>
<tr>
<td>Physical and price contingencies(^d)</td>
<td>2.6</td>
<td>8.5</td>
<td>37.4</td>
<td>48.5</td>
</tr>
<tr>
<td>Financing charges during implementation(^e)</td>
<td>0.0</td>
<td>0.0</td>
<td>9.6</td>
<td>9.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>180.0</td>
<td>65.0</td>
<td>135.5</td>
<td>380.5</td>
</tr>
</tbody>
</table>

\(^a\) In 2010 prices.
\(^b\) Civil works cost does not include taxes and duties under ADB components, and includes under ISDB component.
\(^c\) Road safety equipment in the amount of $1.3 million is included.
\(^d\) Physical contingencies at 5% of civil works; price contingencies at 0.7-2.5% on foreign exchange costs and 3-27% on local currency costs.
\(^e\) Includes interest during construction and commitment charges for ADB loan.

ADB = Asian Development Bank, ISDB = Islamic Development Bank, GOI = Government of Indonesia

Source: Asian Development Bank estimates.
D. Contract and Disbursement S-curve

20. Figure 4.1 shows the estimated disbursement progress over the implementation period for the Project. This will assist to assess the disbursement performance at any time during the project implementation. In case the delays and poor disbursements, this will help as an early warning system for taking timely remedial measures.

**Figure 4: Project Disbursement S-Curve**

![Disbursement S-Curve Diagram](image)

E. Fund Flow Diagram

21. The Fund flow diagram is included below in Figure 4.2, which shows how the funds will flow from ADB and the Government to implement the Project.
Figure 5: Funds Flow Diagram - Direct Payment

1. Submit Claims with relevant supporting documents

2. Prepare WA, attached with relevant supporting documents

3. Approves WA for payment, attached with relevant supporting documents

4. Process and approves

5. Payment Authorization (Rupiah)

6. Transfer funds to Vendor account

7. Payment Authorization (Foreign exchange)

8. Transfer funds to Vendor account

Vendor (Contractor or Consultant)

Executing Agency (PMU) DGH

State Treasury Office VI (KPPN VI) Jakarta

ADB (IRM)

ADB (HQ)

ADB Depository Bank (Jakarta)

ADB Depository Bank (Jakarta)

ADB Depository Bank (Jakarta)
V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

22. DGH has had considerable experience in managing foreign funded projects, including successfully for two ADB funded road loans since 2000. The financial management arrangements are expected to largely follow the same system as the ADB funded Road Rehabilitation 2 Project (RR2P). A detailed financial management assessment was undertaken for the DGH during the project preparation, and the main findings are indicated in Table 5.1 below.

Table 9: Summary of the Financial Management Assessment

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Funds Flow Arrangements</td>
<td>Funds flow arrangements are reliable, predictable and secure. DGH has enough capability to smoothly work the proposed project.</td>
</tr>
<tr>
<td>B. Staffing</td>
<td>DGH is staffed with experienced financial specialists. The PMU will be headed by senior staff with experience in managing international financial institution funded projects. Current PMUs have shown only moderate staff turnover, so this should not be a major problem during implementation. PMU specialists will undergo training and participate in proposed workshops on ADB financial management procedures.</td>
</tr>
<tr>
<td>C. Accounting Policies and Procedures</td>
<td>The DGH's accounting policy is based on the Indonesian government National Accounting Standards and Financial Reporting Regulations. Indonesian National Accounting Standards are reasonably in accordance with International Accounting Standards. A separate accounting policy and financial management manual for the PMU will be established in accordance with MOF and ADB requirements.</td>
</tr>
<tr>
<td>D. Internal and external audits</td>
<td>There is no internal audit unit within the DGH, who are audited annually by the MPW Inspectorate General. The RR2P PMU is audited by independent external auditors on an annual basis in accordance with the International Standards on Auditing (ISA), which complies with the requirements of ADB. Similar arrangements will apply for the PMU.</td>
</tr>
<tr>
<td>E. Reporting and monitoring</td>
<td>The DGH reports comply with the reporting requirements of the MOF, the Ministry of Public Works, and other government agencies. The RR2P PMU's quarterly progress reports are being regularly submitted to ADB. Similar arrangements will apply for the PMU.</td>
</tr>
<tr>
<td>F. Information Systems</td>
<td>The DGH and RR2P PMU operate an accounting system, which suits well with the project requirements and produces acceptable reports. This system will be used for the proposed project.</td>
</tr>
</tbody>
</table>

8 Loan 2184-INO: Road Rehabilitation 2 Project
23. The Financial Management Action Plan (FMAP) includes strengthened internal controls through regular technical and financial audits of project activities, strengthened payment validation procedures to reduce risks of fraud, segregation of some financial functions from the rest of project management to maintain checks and balances, documentation of Project and financial management procedures in this manual to guide project staff, and steps to train Project staff in financial management procedures.

Table 10: Financial Management Action Plan

<table>
<thead>
<tr>
<th>Action Expected</th>
<th>Output</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Project Organization and Staffing</strong>&lt;br&gt;1. Project Management Unit established and appropriately staffed. This unit should allow for adequate segregation of duties between project financial verification functions and project management.&lt;br&gt;2. Recruitment of financial management specialist consultant to help prepare the Interim Financial Reports</td>
<td>DGH decree which sets out the project's organizational structure and financial management staff appointments acceptable to the ADB.&lt;br&gt;Acceptable terms of reference and qualification of financial management consultant as part of CTC (Core Team Consultant)</td>
<td>By signing&lt;br&gt;By effectiveness</td>
</tr>
<tr>
<td><strong>B. Project Administration Manual (PAM)</strong>&lt;br&gt;A Manual to document procedures to be followed by implementing units covering all aspects of implementation, procurement and financial management. This should include, inter alia, all financial management and disbursement procedures for this project. Also included should be annual budgets and work programs for at least the first year, stronger payment validation procedures, segregation of duties among payment authorization and “commitment maker” functions at central level, financial reporting formats, supervision, internal audit arrangements community oversight arrangements and anti corruption plan</td>
<td>Project Administration Manual acceptable to the ADB.&lt;br&gt;Revised Project Administration Manual acceptable to the ADB, if necessary.</td>
<td>By negotiations&lt;br&gt;Ongoing</td>
</tr>
<tr>
<td><strong>C. Training</strong> for DGH and province public works Dinas staff who will require the necessary skills to carry out respective duties as described in the Project</td>
<td>Project Administration Manual training in an on-the-job informal basis through the activities of the CTC</td>
<td>Within 6 months of start of first contract</td>
</tr>
<tr>
<td><strong>D. Internal Audit</strong>&lt;br&gt;Risk-based Internal Audits to be systematically undertaken for all project activities at regular intervals, jointly by private sector audit firms and the Inspectorate General (IG), based on terms of reference acceptable to the ADB. Copies of these audit reports to be provided to the ADB</td>
<td>Incremental operating cost of internal audits included in the Project cost estimates.&lt;br&gt;Terms of reference on IG responsibility for internal audits of project activities to be issued</td>
<td>Ongoing (within 2 months after each financial year of project implementation)</td>
</tr>
</tbody>
</table>
24. **Risk Analysis:** During the implementation phase, the PMU will encounter some risks, which can be segregated into two main categories; (i) country level; and (ii) organization/project level. Together with project specific risks and activities to mitigate them are summarized in Table 5.2 below. Financial management risks shall need to be considered and updated throughout the life of the proposed project. Risk mitigation measures will also need to be update as appropriate.

<table>
<thead>
<tr>
<th>Risk Assessment</th>
<th>Risk Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inherent Risk</strong></td>
<td></td>
</tr>
<tr>
<td>1. Country specific</td>
<td>• Annual budgets and work programs will be required.</td>
</tr>
<tr>
<td>- Budgeting</td>
<td>• Budgeting control procedures of Government of Indonesia to be followed</td>
</tr>
<tr>
<td></td>
<td>Previous ADB funded PMU and consultants will assist new PMU in implementing ADB financed project. Extensive training on ADB procedures shall be carried out.</td>
</tr>
<tr>
<td></td>
<td>A Project Administration Manual (PAM) to include a clear description of financial management procedures for guidance of Project staff. The Anti Corruption Action Plan covers:</td>
</tr>
<tr>
<td></td>
<td>• civil society involvement in the procurement process</td>
</tr>
<tr>
<td></td>
<td>• audit report access to the public</td>
</tr>
<tr>
<td></td>
<td>• monitoring by KPK (anticorruption agency)</td>
</tr>
<tr>
<td></td>
<td>• strengthened payment validation procedures.</td>
</tr>
<tr>
<td></td>
<td>Strengthened internal controls to include regular internal technical and financial audits, stronger payment validation procedures and specific requirements for accounting evidence. Payment verification function to be segregated from project management.</td>
</tr>
<tr>
<td><strong>Overall Inherent Risk</strong></td>
<td>M</td>
</tr>
</tbody>
</table>

---

**Table 11: Risk Assessment and Mitigation Measures**

<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk Assessment</th>
<th>Risk Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Expected</td>
<td>Output</td>
<td>Due Date</td>
</tr>
<tr>
<td><strong>E. Auditing:</strong> Arrangement of the project annual audit in accordance with a specific TOR and by independent auditors acceptable to the ADB. Representation letters from auditors will be responded to within one month of receipt from auditors. Key issues will be advised to ADB.</td>
<td>Terms of reference and letter to auditor (including TOR) confirming the audit arrangements.</td>
<td>Ongoing (within 6 months after each financial year of project implementation)</td>
</tr>
</tbody>
</table>
Organizational capacity augmentation with the induction of experienced PMU and PIU staff will support the existing organizational structure

- DG Treasury shall issue a circular letter to the relevant offices providing guidelines and criteria for eligible project expenditures in accordance with the Loan Agreement
- Direct payment will be used as the basis for disbursements method for consultant and civil works type of expenditures. For direct payment; satisfactory accounting evidence to be submitted to the ADB

Overall Control Risk

* H = High, S = Substantial, M = Moderate, N = Negligible or Low

B. Disbursement

25. The Loan proceeds will be disbursed in accordance with ADB’s Loan Disbursement Handbook (2007, as amended from time to time), and detailed arrangements agreed upon between the Government and ADB. Pursuant to ADB’s Safeguard Policy Statement (2009) (SPS), ADB funds must not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of the SPS and DGH will ensure compliance.

26. Payments should be certified by the Satker in the form of monthly interim payment certificate for the civil works contracts. The monthly certificates will then be split into the relevant funding portions for each contract (ADB and the Government) by the DGH sub project PIU manager. The sub-project PIU manager will provide payment request form (SPP) and if this is in order and supported by approved DGH budget allocation, the treasury department (KPPN VI Jakarta) will issue a Payment Order (SPM). The application must include the claim or invoice from the contractor and summary of work progress certified by the Engineer and approved by the borrower’s authorized representative. The ADB share of the payment will be credited to the contractor’s account.

27. Before the submission of the first withdrawal application, Ministry of Finance should submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the borrower, together with the authenticated specimen signature of each authorized person. The minimum value per withdrawal application is US$100,000, unless otherwise approved by ADB. The Ministry of Finance will consolidate claims to meet this limit for reimbursement. Withdrawal applications and supporting documents will demonstrate, among other things that the goods, and/or services were produced in or from ADB members, and are eligible for ADB financing.

9 Available at: http://www.adb.org/Documents/Handbooks/Loan_Disbursement/loan-disbursement-final.pdf
C. Financial Accounting and Auditing

28. The DGH and the IAs will maintain separate project accounts and records by funding source for all expenditures incurred on the Project. Project accounts will follow national accounting standards, and where possible international accounting principles and practices.

29. The DGH will cause the detailed consolidated project accounts to be audited on a yearly basis in accordance with International Standards on Auditing by an auditor acceptable to ADB. The audited accounts will be submitted in the English language to ADB within 6 months of the end of the fiscal year by the executing agency. The Government and DGH have been made aware of ADB’s policy on delayed submission, and the requirements for satisfactory and acceptable quality of the audited accounts. 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. Representation letters from auditors will be responded to within one month of receipt from auditors. Key issues will be advised to ADB.
VI. PROCUREMENT AND CONSULTING SERVICES

A. Procurement of Goods, Works and Consulting Services

30. All procurement of goods and works will be undertaken in accordance with ADB’s Procurement Guidelines (January 2010, as amended from time to time) and the procurement plan for the project. The procurement plan for the Project is in Tables 6.1, 6.2 and 6.3.

31. To ensure competitive bidding, international competitive bidding (ICB) contract packages will be adopted. ICB will be used for civil works over $5 million and goods over $1 million. National competitive bidding (NCB) for civil works could be conducted for contracts not exceeding $5 million. Civil works will be procured through ICB using pre-qualification. ADB’s prior review procedures will be followed. The DGH agreed to include the relevant sections of ADB’s Anticorruption Policy (1998) in all bidding and contractual documents.

Table 12: Procurement Basic Data

<table>
<thead>
<tr>
<th>Project Name: Regional Roads Development Project</th>
<th>Executing Agency: Directorate General of Highways, under Ministry of Public Works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country: Indonesia</td>
<td></td>
</tr>
<tr>
<td>Loan Amount: $180 million</td>
<td>Loan (Grant) Number: TBD</td>
</tr>
<tr>
<td>Date of First Procurement Plan: 30 June 2011</td>
<td>Date of this Procurement Plan: 30 June 2011</td>
</tr>
</tbody>
</table>

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

Table 13: Procurement of Goods and Works Thresholds

<table>
<thead>
<tr>
<th>Method</th>
<th>Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICB Works</td>
<td>Above $10,000,000</td>
</tr>
<tr>
<td>NCB Works</td>
<td>Beneath that stated for ICB, Works</td>
</tr>
<tr>
<td>Limited International Bidding for Imported Goods</td>
<td>Below $1,000,000 and above $100,000</td>
</tr>
<tr>
<td>Shopping for Works</td>
<td>Below $100,000</td>
</tr>
<tr>
<td>Shopping for Goods</td>
<td>Below $100,000</td>
</tr>
</tbody>
</table>

33. Except as ADB may otherwise agree, Table 6.3 details the prior or post review requirements apply to the various procurement and consultant recruitment methods used for the project.

Table 14: Procurement Method Review Requirements

<table>
<thead>
<tr>
<th>Procurement Method</th>
<th>Prior or Post</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement of Goods and Works</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICB Works</td>
<td>Prior</td>
<td></td>
</tr>
<tr>
<td>NCB Works</td>
<td>Prior</td>
<td></td>
</tr>
<tr>
<td>Limited International Bidding for Imported Goods</td>
<td>Post</td>
<td>For first contract only, subsequent contracts require post review</td>
</tr>
<tr>
<td>Shopping for Goods</td>
<td>Post</td>
<td></td>
</tr>
<tr>
<td>Recruitment of Consulting Firms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality- and Cost-Based Selection (QCBS)</td>
<td>Prior</td>
<td></td>
</tr>
<tr>
<td>Recruitment of Individual Consultants</td>
<td>Prior</td>
<td></td>
</tr>
<tr>
<td>Individual Consultants</td>
<td>Prior</td>
<td></td>
</tr>
</tbody>
</table>
34. The Project involves 8 ICB packages for civil works. Should there be any need for NCB procurement, before the start of any procurement ADB and DGH will review the Government's public procurement laws to ensure consistency with ADB's Procurement Guidelines. Any necessary modifications or clarifications to the Government's procedures will be reflected in the procurement plan.

35. 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.

36. **Modifications of Civil Works Contracts.** In the case of a variation, which would in aggregate increase the original amount of the contract by more than 15 percent of the original price, the EA shall seek ADB's no objection to the proposed extension, modification, or change order providing detailed justification validated by the Engineer. If ADB determines that the proposal is inconsistent with the provisions of the financing agreement and/or procurement plan, it shall promptly inform the EA and state the reasons for its determination. A copy of all amendments to the contract shall be furnished to ADB for its record.

37. **Consulting Services.** All consultants will be recruited according to ADB’s Guidelines on the Use of Consultants.\(^{11}\) The terms of reference for all consulting services are detailed in Annexes 1 to 10.

38. An estimated 3,012 person months of consulting services are required, as detailed in the following:

- **Core Team** – Consulting firm will be engaged using quality- and cost-based selection (QCBS) method with a standard quality:cost ration of 80:20. A total of 56 person-months of international consultant inputs and 381 person-months of domestic consultants will be required. Consultant services are expected to take place over 44 months (actual duration of service shall be in line with civil works schedule).

- **Design and Supervision (Kalimantan)** – Consulting firm will be engaged using QCBS method with a standard quality:cost ration of 80:20. A total of 43 person-months of international consultant inputs and 746 person-months of domestic consultants will be required. Consultant services are expected to take place over 44 months (actual duration of service shall be in line with civil works schedule). The consultant team will review the detailed design and administer the construction contracts and ensure that the contractual clauses for both quality and specifications of work are complied with, and the works are constructed in accordance with the provisions of the construction contracts.

- **Design and Supervision (Java)** – Consulting firm will be engaged using QCBS method with a standard quality:cost ration of 80:20. A total of 363 person-months of domestic consultants will be required. Consultant services are expected to take place over 24 months (actual duration of service shall be in line with civil works schedule). The consultant team will review the detailed design and administer the construction contracts and ensure that the contractual clauses for both quality and specifications of work are complied with, and the works are constructed in accordance with the

---

\(^{11}\) Checklists for actions required to contract consultants by method available in e-Handbook on Project Implementation at: [http://www.adb.org/documents/handbooks/project-implementation/](http://www.adb.org/documents/handbooks/project-implementation/)
provisions of the construction contracts

- **Road Safety Support** - Consulting firm will be engaged using QCBS method with a standard quality:cost ration of 80:20. A total of 12 person-months of international consultant inputs and 60 person-months of domestic consultants will be required. Consultant services are expected to take place over 18 months.

- **Institutional Development for Road Network Management** - Consulting firm will be engaged using QCBS method with a standard quality:cost ration of 80:20. A total 121 person-months of domestic consultants will be required. Consultant services are expected to take place over 18 months.

- **Road Safety Awareness Campaign and Training** - Consulting firm will be engaged using QCBS method with a standard quality:cost ration of 80:20. A total of 156 person-months of domestic consultants will be required. Consultant services are expected to take place over 24 months.

- **Overloading and Speed Enforcement** - Consulting firm will be engaged using QCBS method with a standard quality:cost ration of 80:20. A total of 15 person-months of international consultant inputs and 165 person-months of domestic consultants will be required. Consultant services are expected to take place over 24 months.

- **Indonesia Transport Sector Development Strategy and Policy Study** – Consulting firm will be engaged using QCBS method with a standard quality:cost ration of 80:20. A total of 31 person-months of international consultant inputs and 107 person-months of domestic consultants will be required. Consultant services are expected to take place over 18 months.

- **Integrated Vehicle Overloading Control Strategy** – Consulting firm will be engaged using QCBS method with a standard quality:cost ration of 80:20. A total 96 person-months of domestic consultants will be required. Consultant services are expected to take place over 18 months.

- **HIV/AIDS and Human Anti-Trafficking Program** – Consulting firm will be engaged QCBS method with a standard quality:cost ration of 80:20. A total of 5 person-months of international consultant inputs and 36 person-months of domestic consultants will be required. Consultant services are expected to take place over 18 months.

**B. Procurement Plan**

39. The procurement plan for the Project is detailed in Tables 6.3-5. The procurement plan will be updated during the course of implementation.
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Contract Description</th>
<th>Unit</th>
<th>Estimated Cost ($ million)$^a$</th>
<th>Mode of Procurement</th>
<th>Duration (months)</th>
<th>No objection</th>
<th>Contract Starting</th>
<th>Contract Completion</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>CW-01</td>
<td>24-RCP01: Tambak Mulyo to Wawar</td>
<td></td>
<td>38.7 18.04</td>
<td>ICB</td>
<td>36</td>
<td>Oct-11</td>
<td>1-Feb-12</td>
<td>31-Jan-15</td>
<td>DGH Balai Java</td>
</tr>
<tr>
<td>CW-02</td>
<td>24-RCP02: Giriwoyo to Duwet (section 1)</td>
<td></td>
<td>23.8 14.64</td>
<td>ICB</td>
<td>24</td>
<td>Oct-11</td>
<td>1-Feb-12</td>
<td>31-Jan-14</td>
<td>DGH Balai Java</td>
</tr>
<tr>
<td>CW-03</td>
<td>24-RCP03: Wawar to Congot</td>
<td></td>
<td>14.1 6.48</td>
<td>ICB</td>
<td>12</td>
<td>Oct-11</td>
<td>1-Feb-12</td>
<td>31-Jan-13</td>
<td>DGH Balai Java</td>
</tr>
<tr>
<td></td>
<td><strong>Total Civil Works</strong></td>
<td></td>
<td><strong>76.6</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| B   | Consulting Services                               | Person-months (total) |                                      |                      |                  |               |                   |                     |                     |
| CSP-11 | Design and Supervision (Central Java)         | 500 3.0               | QCBS                               | 38                  | 1-Jan-12        | 28-Feb-15     |                     |                     | DGH Balai Java       |

$^a$ Not including contingencies
Table 16: Proposed Detailed Contract Packaging (ADB funded)

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Contract Description</th>
<th>Unit</th>
<th>Estimated Cost ($ million)(^a)</th>
<th>Mode of Procurement</th>
<th>Duration (months)</th>
<th>No objection</th>
<th>Contract Starting</th>
<th>Contract Completion</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Civil Works</td>
<td>Length (km)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CW-04</td>
<td>28-RCP01: Jolosutro-Kedungsalam</td>
<td>21.3</td>
<td>17.2</td>
<td>ICB</td>
<td>24</td>
<td>Dec-11</td>
<td>1-Apr-12</td>
<td>31-Mar-14</td>
<td>DGH Balai Java</td>
</tr>
<tr>
<td>CW-05</td>
<td>30-RCP01: Sosok-Tayan Tanjung-Sangau</td>
<td>78.9</td>
<td>35.5</td>
<td>ICB</td>
<td>24</td>
<td>Aug-11</td>
<td>1-Dec-11</td>
<td>30-Nov-13</td>
<td>DGH Balai Kalimantan</td>
</tr>
<tr>
<td>CW-06</td>
<td>30-RCP02: Singkawang-Tembas Sambas By-pass Tanjung Harapan-Galing</td>
<td>55.9</td>
<td>36.3</td>
<td>ICB</td>
<td>30</td>
<td>Aug-11</td>
<td>1-Dec-11</td>
<td>31-May-14</td>
<td>DGH Balai Kalimantan</td>
</tr>
<tr>
<td>CW-07</td>
<td>30-RCP03: Galing-Tanjung Tanjung-Aruk</td>
<td>52.0</td>
<td>23.2</td>
<td>ICB</td>
<td>36</td>
<td>Aug-11</td>
<td>1-Dec-11</td>
<td>30-Nov-14</td>
<td>DGH Balai Kalimantan</td>
</tr>
<tr>
<td>CW-08</td>
<td>34-RCP01: Tanjung Selor-Tanjung Palas Tanjung Palas-Sekatak (PH1)</td>
<td>34.8</td>
<td>20.0</td>
<td>ICB</td>
<td>36</td>
<td>Aug-11</td>
<td>1-Dec-11</td>
<td>30-Nov-14</td>
<td>DGH Balai Kalimantan</td>
</tr>
<tr>
<td>CW-09</td>
<td>34-RCP-02: Tanjung Palas-Sekatak (PH2)</td>
<td>64.0</td>
<td>28.9</td>
<td>ICB</td>
<td>24</td>
<td>Aug-11</td>
<td>1-Dec-11</td>
<td>30-Nov-13</td>
<td>DGH Balai Kalimantan</td>
</tr>
<tr>
<td>CW-10</td>
<td>34-RCP03: Mensalong-Sebuku</td>
<td>45.0</td>
<td>31.4</td>
<td>ICB</td>
<td>24</td>
<td>Aug-11</td>
<td>1-Dec-11</td>
<td>30-Nov-13</td>
<td>DGH Balai Kalimantan</td>
</tr>
<tr>
<td>CW-11</td>
<td>34-RCP04: Sebuku-Simanggaris Simanggaris-border</td>
<td>47.6</td>
<td>50.3</td>
<td>ICB</td>
<td>36</td>
<td>Aug-11</td>
<td>1-Dec-11</td>
<td>30-Nov-14</td>
<td>DGH Balai Kalimantan</td>
</tr>
<tr>
<td></td>
<td><strong>Total Civil Works</strong></td>
<td></td>
<td><strong>399.4</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ADB = Asian Development Bank, CWP = civil works package, ICB = international competitive bidding, km = kilometer,
\(^a\) Not including contingencies and taxes
Table 17: Proposed Detailed Contract Packaging (ADB funded) - cont

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Contract Description</th>
<th>Unit</th>
<th>Estimated Cost ($ million)</th>
<th>Mode of Procurement</th>
<th>Duration (months)</th>
<th>ADB No objection</th>
<th>Contract Starting</th>
<th>Contract Completion</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Consulting Services</td>
<td>Person-months (total)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>CSP-1: Core Team</td>
<td>437</td>
<td>6.0</td>
<td>QCBS/FTP</td>
<td>37</td>
<td>Sep-11</td>
<td>1-Dec-11</td>
<td>31-Dec-14</td>
<td>DGH</td>
</tr>
<tr>
<td>2</td>
<td>CSP-2: Design and Supervision (Kalimantan)</td>
<td>789</td>
<td>5.3</td>
<td>QCBS/FTP</td>
<td>25</td>
<td>Jan-12</td>
<td>1-Apr-12</td>
<td>30-Apr-14</td>
<td>DGH</td>
</tr>
<tr>
<td>3</td>
<td>CSP-3: Design and Supervision (Java)</td>
<td>363</td>
<td>0.9</td>
<td>QCBS/STP</td>
<td>25</td>
<td>Jun-12</td>
<td>1-Apr-12</td>
<td>30-Apr-14</td>
<td>DGH</td>
</tr>
<tr>
<td>4</td>
<td>CSP-4: Road Safety Support</td>
<td>60</td>
<td>0.4</td>
<td>QCBS/STP</td>
<td>18</td>
<td>Jun-12</td>
<td>1=Sep-12</td>
<td>28-Feb-14</td>
<td>DGH</td>
</tr>
<tr>
<td>5</td>
<td>CSP-5: Institutional Development for Road Network Management</td>
<td>121</td>
<td>0.9</td>
<td>QCBS/FTP</td>
<td>18</td>
<td>Jun-12</td>
<td>1=Sep-12</td>
<td>28-Feb-14</td>
<td>DGH</td>
</tr>
<tr>
<td>6</td>
<td>CSP-6: Road safety awareness campaign and training</td>
<td>156</td>
<td>3.0</td>
<td>QCBS/FTP</td>
<td>24</td>
<td>Jun-12</td>
<td>1-Sep-12</td>
<td>31-Aug-14</td>
<td>DGLT</td>
</tr>
<tr>
<td>7</td>
<td>CSP-7: Overloading and speed enforcement</td>
<td>180</td>
<td>3.0</td>
<td>QCBS/FTP</td>
<td>24</td>
<td>Jun-12</td>
<td>1-Sep-12</td>
<td>31-Aug-14</td>
<td>DGNTP</td>
</tr>
<tr>
<td>8</td>
<td>CSP-8: Indonesia Transport Sector Development Strategy and Policy Study</td>
<td>153</td>
<td>1.3</td>
<td>QCBS/FTP</td>
<td>18</td>
<td>May-12</td>
<td>1-Sep-12</td>
<td>28-Feb-14</td>
<td>Bappenas</td>
</tr>
<tr>
<td>9</td>
<td>CSP-9: Integrated vehicle overloading control strategy</td>
<td>212</td>
<td>0.8</td>
<td>QCBS/STP</td>
<td>18</td>
<td>May-12</td>
<td>1-Sep-12</td>
<td>28-Feb-14</td>
<td>DGLT</td>
</tr>
<tr>
<td>10</td>
<td>CSP-10: HIV/AIDS and Anti-Trafficking program</td>
<td>41</td>
<td>0.3</td>
<td>QCBS/STP</td>
<td>18</td>
<td>May-12</td>
<td>1-Sep-12</td>
<td>28-Feb-14</td>
<td>DGH</td>
</tr>
<tr>
<td>C</td>
<td>Total Consulting Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2,512</td>
<td>21.9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>GEP-1: Road safety enforcement</td>
<td>0.5</td>
<td>Shopping</td>
<td>12</td>
<td>1-Dec-12</td>
<td></td>
<td>31-May-13</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

40. The procurement plan of the project covers the first 18 months of procurement activity, which shall be finalized at the loan negotiations. Within one year after the date of loan effectiveness, the DGH shall submit a revised procurement plan to ADB for approval that captures all ongoing procurement and that planned for the following 18 months. The plan shall be updated annually (or as required after every loan review mission or after award of each major ICB contract), on the same basis for the duration of the project.

41. When a need arises during project implementation to change procurement arrangements (threshold, review requirements, method of procurement, contract packaging), the DGH, in consultation with the ADB Project Officer, will prepare a letter justifying the change submitted together with an updated procurement plan, and present it for ADB approval.

42. For the purpose of oversight and monitoring, COSO will be responsible for posting the initial procurement plan and subsequent updates on ADB website.

C. Consultant's Terms of Reference

43. Outline terms of reference for all consultant contracts are discussed in the following Annexes to Section 7, including: (i) core team, (ii) design review and supervision (Kalimantan), (iii) design review and supervision (Java); (iv) Road Safety Support, (v) Institutional Development for Road Network Management, (vi) Road safety awareness campaign and training, (vii) Overloading and speed enforcement, (viii) Indonesia Transport Sector Development Strategy and Policy Study, (ix) Integrated vehicle overloading control strategy, and (x) HIV/AIDS and human Anti-trafficking Program. More detailed draft Terms or Reference for each package have been developed between ADB and the relevant implementing agency and will be finalized during project implementation, in accordance with the scheduling requirements of the Project Implementation Plan in Section 3.
Annex 1: Core Team Consultant
Outline Terms of Reference

1. Introduction: the services

The Regional Roads Development Project (RRDP), funded by the Asian Development Bank (ADB) and Islamic Development Bank (ISDB) is scheduled to begin in 2011. The ADB funded RRDP loan is scheduled to be for a four year period.

The Core Team Consultants (CTC) will provide technical assistance to support the Project Management Unit (PMU) established within the Directorate General of Highway (DGH) (the Employer) in overall management of the Project.

There will be three design review and supervision (DSC) consultant team’s, with two in Java (one for ADB funded project roads in East Java and one for ISDB funded project roads in Central Java) and one in Kalimantan. The CTC will also be required to liaise closely with the DSC in each region, in order to provide integrated services which actively support the initiatives being undertaken under the RRDP.

2. Implementation Arrangements

2.1 The Project Implementation Plan (PIP)

The Project Implementation Plan (PIP) describes the essential elements in the implementation of all components of the Project during the period of the loan. The PIP includes the implementation schedule for all activities to be undertaken, procurement plan, disbursement schedule, performance indicators and monitoring for the overall Project and for individual projects and activities.

2.2 Project Administration Manual (PAM)

The Project Administration Manual (PAM) is intended to be the main technical working document for use in the management of the implementation of all components of the project. The PAM describes the procedures for planning, design, procurement, implementation and monitoring for individual projects, specifying the task of each administrative unit involved. The users of the PAM are the government staff at all levels, and related institutions, so the procedures for procurement (including anti-corruption plan) and monitoring are highlighted. The PAM will be prepared by the PPU and will be available prior to Loan Effectiveness.

For all projects to be implemented, full project preparation has already been undertaken, including economic evaluation, environmental review, and the preparation of detailed engineering design (DED) and bidding documents. These DED’s and bidding documents have been reviewed by consultants, ADB and by the Client. The tender process has started on some of these and it is anticipated that most (if not all) will have been tendered before the start of the CTC services. However, before these projects can proceed to award, the ADB will need to indicate that it has no objection letters (NOL) to the schemes as proposed. It will be one of the first tasks of the CTC to seek these NOLs.
2.3 Financial Management Reporting

Project financial management, monitoring and monthly reporting will become a major task in RRDP. A major task for the CTC will be to support the PMU in the management and maintenance of the systems and procedures that have been developed for this purpose, to ensure that the reporting of financial and physical progress is provided on time and to the required standards of presentation and reliability. The PMU will have overall responsibility for establishing, maintaining and monitoring a uniform project accounting system, and will prepare accounts for components implemented directly by the central agencies.

The responsibility for preparing expenditure forecasts and withdrawal applications to the ADB through MOF will be borne by the PMU, who will rely on all related agencies and consultants to provide accurate and prompt data and supporting documentation.

Under previous donor supported projects, use has been made of the Project Monitoring System (SIPP) using the web-based data transfer system. However, SIPP is not fully functional and further development is continuing under the EIRTP-2. The CTC will need to liaise with the EIRTP-2, CTC-2, to determine the potential of SIPP, ultimately using the SIPP or developing an interim system to fully monitor all the necessary parameters.

3.0 Scope of Work

3.1 The Role and Function of the CTC

The Core Team Consultant (CTC) supporting the Project Management Unit for RRDP will play a major role in supporting project management, monitoring and reporting required for the project. The CTC will provide significant assistance to initiatives which will be undertaken by the PMU. Specifically, the CTC will provide support for all aspects of project implementation by GOI and its ministries and assist in liaison between GOI and the Asian Development Bank.

The primary objectives to be achieved by the CTC as a result of this technical assistance are as follows:

- Provide day to day support to the PMU in Project Management;
- Assist PMU to monitor, liaise and audit of the Design and Supervision Consultant (DSC) for their supervision activities;
- Assist PMU to review of the tender documents and tendering process to ensure ADB and GOI regulations are observed;
- Assist SDEA any successor to Monitor environmental impacts and their management;
- Assist SDEA or any successor to Monitor social impacts and their management;
- Assist PMU to Successfully undertake loan administration and monitoring;
- Assist PMU to Successfully undertake financial management; including contract management (disbursement and work progress);
- Assist PMU to Provide assistance with all aspect of the implementation of the ADB anti corruption guidelines;
- Assist PMU to Measure performance indicators;
- Assist in the completion of all required reporting for PMU.
- Assist another TA related with the project including finalise draft Terms of Reference and assistance in procurement, and monitoring services,
- Assist PMU to verify contractor’s performance base on the report produce by DSC.
• Assist PMU to dissemination of project procedures to implementation agencies and their staff and to other arms of the government who become involved in the project while carrying out their own functions;
• Assist PMU to prepare a comprehensive project completion report.

Additional details for several tasks to be undertaken to achieve these objectives are shown below

There are distinct areas to be addressed by these services, in addition to the general responsibility of supporting the PMU and DGH in management of the Project. The following task descriptions are intended only as a guide and as the minimum requirements. The CTC is encouraged to use initiative in expanding on the tasks in order to successfully achieve the objectives in a manner satisfactory to the Employer.

3.1.1. Day to Day Support of the PMU in Project Management: The PMU will be responsible for the day-to-day management of the project, and ensuring the overall technical quality of the project implementation, with the assistance of the CTC.

3.1.2. Monitoring and Auditing of the Design Review and Supervision Consultant (DSC) for their Supervision Activities: The PMU will be responsible for the monitoring of progress and auditing of the DSC. The CTC will give support towards the effective and efficient fulfillment of this function by assisting the PMU in this activity.

3.1.3. Review of the Tender Documents and Tender Process: The PMU will be responsible for ensuring all tender documents and the tendering process comply with ADB guidelines and procedures. The CTC will give support towards the effective and efficient fulfillment of this function by assisting the PMU in this activity.

3.1.4. Monitoring of Environmental and Social Impact Management: The PMU, in coordination with SDEA or any successor, will be responsible for ensuring that proper environmental and social management, mitigation and monitoring measures are implemented as part of this project. The implementation measures will be undertaken by the contractors in accordance with the EMMP and will be supervised by the DSC. The CTC will give support towards the effective and efficient fulfillment of these functions by assisting the PMU and SDEA or any successor in this activity.

3.1.5. Monitoring of DGH Training Consultant: The Main Objective of the Training Consultant is to strengthen DGH’s capabilities. The PMU will be responsible for monitoring the performance of this consultant. The CTC will give support towards the effective and efficient fulfillment of this function by assisting the PMU in this activity.

3.1.6. Monitoring of Road Safety Program and Vehicle Overloading Control System under Directorate General of Land Transportation (DGLT): The PMU will be responsible for monitoring the performance of this consultant and reporting to the ADB on that performance. The CTC will give support towards the effective and efficient fulfillment of this function by assisting the PMU in this activity.

3.1.7. Monitoring of Road Safety Program under Traffic Police Corps (TPC): The PMU will be responsible for monitoring the performance of this consultant and reporting to the ADB on
that performance. The CTC will give support towards the effective and efficient fulfillment of this function by assisting the PMU in this activity.

3.1.8. Loan Administration and Monitoring: PMU will be responsible for the administration of the loan and monitoring of the performance of the loan. The CTC will give support towards the effective and efficient fulfillment of this function by assisting the PMU in this activity.

3.1.9. Financial Management: It is the responsibility of the PMU to ensure that financial requirements of the loan are met and reporting of the various financial aspects of the loan are complied with. The CTC will give support towards the effective and efficient fulfillment of this function by assisting the PMU in this activity.

3.1.10. Performance Indicators: A set of indicators for monitoring and evaluating the performance of the project in relation to its goals, purposes and expected outputs will be agreed between DGH and the ADB prior to loan negotiations. Shortly 2 months before project implementation, baseline values will be established by DGH. PMU will be responsible for providing combined reports to the ADB. The CTC will give support towards the effective and efficient fulfillment of this function by assisting the PMU in this activity.

3.1.13 Support for Implementation of Anti Corruption Action Plan: It will be the task of the PMU, supported by CTC, to provide assistance with all aspect of the implementation of the ADB anti corruption guidelines.

3.2. Reporting: A large number of reports will be prepared throughout the duration of this project. The PMU will be responsible that these reports are submitted in timely fashion and are of adequate quality. The CTC will give support towards the effective and efficient fulfillment of this function by assisting the PMU in this activity. The following reports will be required:

(i) **Inception Report.** Within 60 days of commencing the services.
(ii) **Monthly Progress Reports** will be submitted within 10 days from the end of each month. The reports will include an overall summary and cover activities and reports produced during the month, and highlight any recommendations for actions to be taken by the various parties.
(iii) **Quarterly Financial Management Reports** will be submitted within 10 days from the end of each month, to PMU for ADB purposed as stated on Project Implementation Plan.
(iv) **Draft Final Report.** It will be submitted two month before the completion of the services. The Draft final report will be presented by the Consultant to DGH officials.
(v) **Final Report (Including Executive Summary)** based on comments received from PMU and concerned agencies on the Draft Final Report.
(vi) **Technical Reports** will be the normal professional method of documenting the results of work undertaken.
(vii) **Draft Project Completion Report** will be submitted three months before the end of services following Asian Development Bank guidelines on layout. It will need a Team Leader or co Team Leader whose familiar with economic reevaluation (to assess the EIRRs at the end of the Project) of the rehabilitated roads using HDM IV (or other method currently being applied by DGH) and familiar with IRMS and BMS.
4 Staffing

4.1 Time Schedule

The consulting services covered by these Terms of Reference are for a 46 months period commencing around 1st quarter 2012 and continuing until early 2016.

4.2 Location of Services

The services and main office will be located in Jakarta.

4.3 Suggested Staffing

Key personnel on the staff may include international and national experts. The skills considered to be required to undertake the services are listed below. The Consultant is free to suggest modifications to this staffing and should define their inputs following their reading of these TOR and discussion with DGH. All experts international must be proficient in both written and spoken English. A basic knowledge of the Indonesian language by the foreign experts is desirable. A basic knowledge of English by the domestic experts is also desirable.

During the course of the assignment should the need arise for different skills, or for shorter or longer inputs of the identified skills, the Consultant will be expected to make changes to the staffing at the request of the Project Manager. The Consultant is advised to take into account the physical demands of the task when proposing staff.

Table 3 - Indicative Skills Required for Core Team Consultant

<table>
<thead>
<tr>
<th>International Expert</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Leader</td>
<td>1</td>
<td>46</td>
</tr>
<tr>
<td>Highway Engineer</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Procurement Specialist</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1</td>
<td>58</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Domestic Expert</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Team Leader/Highway Engineer</td>
<td>1</td>
<td>46</td>
</tr>
<tr>
<td>Quality Assurance Engineer</td>
<td>1</td>
<td>44</td>
</tr>
<tr>
<td>Highway Engineer 2</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Bridge Engineer</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Community Development Officer</td>
<td>2</td>
<td>72</td>
</tr>
<tr>
<td>Financial Management Specialist</td>
<td>1</td>
<td>44</td>
</tr>
<tr>
<td>Procurement Specialist/Contract Specialist</td>
<td>1</td>
<td>44</td>
</tr>
<tr>
<td>Procurement Specialist</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Environmental Specialist</td>
<td>1</td>
<td>24</td>
</tr>
<tr>
<td>Social Impact Specialist</td>
<td>1</td>
<td>24</td>
</tr>
<tr>
<td>Management Information Specialist</td>
<td>1</td>
<td>42</td>
</tr>
<tr>
<td>Road Safety Audit Engineer</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Training Specialist</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>14</td>
<td>384</td>
</tr>
</tbody>
</table>
5 Staff Requirement

Team Leader – International

Responsible for liaison with PMU and GOI agencies and managing the CTC team to ensure that they achieve all objectives and tasks specified in this TOR. Responsible for review of all designs to ensure that the designs meet the latest agreed national standards. The Team Leader will be a senior engineer with bachelor degree (S1) in civil engineering and a minimum of 15 years of relevant experience covering highway planning, project management of large highway projects, monitoring, design and supervision of road construction projects, of which at least five years should have been spent in developing countries and at least two years in Indonesia.

Highway Engineer – International

Responsible for the process of design and construction of efficient and safely on the road on behalf of PMU to ensure that the designs meet the latest agreed national standards. The Highway Engineer will be a senior engineer with bachelor degree (S1) in civil engineering and a minimum of 12 years of relevant experience covering design and supervision of construction of highways, of which at least five years should have been spent in developing countries and at least two years in Indonesia.

Procurement Specialist – International

Responsible for ensuring that procurement requirements of loan are met and all tendering and evaluations are fully in accordance with ADB and ISDB requirement. The Procurement Specialist will be a senior engineer with bachelor degree (S1) in civil engineering or law and a minimum of 12 years of relevant experience covering design and supervision of construction of highways, procurement process for civil works especially in roads and bridge works with extensive knowledge civil works standard bidding document and in construction supervision of road project which at least five years should have been spent in developing countries and at least two years in Indonesia.

Deputy Team Leader/Highway Engineer – Domestic

Responsible for assisting the Team Leader in all aspects of project administration and to provide additional support with highway engineering issues. Responsible for collecting all performance indicator data and production of these reports. The Deputy Team Leader/Highway Engineer will be a senior engineer with bachelor degree (S1) in civil engineering and a minimum of 10 years of relevant experience covering highway planning, project management of large highway projects, monitoring, design and supervision of road construction projects.

Quality Assurance Engineer – Domestic

Responsible for providing communications between the regional agencies, DSC field teams and PMU for all aspects. Participate in quality audits for all aspects of the contract. The Quality Assurance engineer makes sure that all the manual and procedures on design and construction issues are applicable. Collect all data for performance indicators. The Quality Assurance Engineer will be senior engineer with bachelor degree (S1) in civil engineering and a minimum of 10 years of relevant experience in quality assurance on road and works and be familiar with ADB and ISDB procedures.
Highway Engineer 2 – Domestic
Responsible to provide additional support with highway engineering issues. Responsible for collecting all performance indicator data and production of these reports. The Highway Engineer will be a senior engineer with bachelor degree (S1) in civil engineering and a minimum of 10 years of relevant experience in design and supervision of construction of National or Provincial highways and bridges in Indonesia.

Bridge Engineer – Domestic
Responsible to provide additional support and make recommendations for modifications, give advices on supervision of any bridge construction works and audit construction quality of all propose new bridges under implementation. The Bridge Engineer will be a senior engineer with bachelor degree (S1) in civil engineering and a minimum of 10 years of relevant experience in design and supervision of construction of bridges in Indonesia.

Community Development Project – Domestic
Responsible to coordinates with Public Services and Legal staff in matters related to planning and redevelopment in the city, engage community members in learning about and understanding community issues, and the economic, social, environmental, political, psychological, and other impacts associated with alternative courses of action. The Community Development Project will be a senior engineer with bachelor degree (S1) in civil engineering, economic, social, environmental, political, psychological and minimum of 10 years of relevant experience in all aspects of community development.

Financial Management Specialist – Domestic
Responsible for ensuring that financial requirements of the loan are met and reporting of the various financial aspects of the loan are complied with. The Financial Management Specialist will be a senior specialist with relevant bachelor degree (S1) and a minimum of 10 years of relevant experience in financial management systems of International Loan projects.

Procurement Specialist/Contract Specialist – Domestic
Responsible for ensuring that procurement requirements of the loan are met and all tendering and evaluations are fully in accordance with ADB and ISDB requirements and responsible for ensuring that all contract documentation is of the highest possible standard and meets latest standards, is accurate and relevant.

The Procurement/Contract Specialist will be a senior engineer with relevant bachelor degree (S1) and a minimum of 10 years of relevant experience in procurement and contract documentation for road maintenance on National or Provincial highways in Indonesia and loan funded projects.

Procurement Specialist – Domestic
Responsible for ensuring that procurement requirements of the loan are met and all tendering and evaluations are fully in accordance with ADB and ISDB requirements. The Procurement Specialist will be a senior engineer with relevant bachelor degree (S1) and a minimum of 10 years of relevant experience in procurement and contract documentation for road maintenance on National or Provincial highways in Indonesia and loan funded projects.
Environmental Specialist – Domestic

Responsible monitoring and auditing the environmental impacts of the project. Assist in developing checklists and other tools for measurement of environmental impact of the project. The Environmental Specialist will be a senior specialist with relevant bachelor degree (S1) and a minimum of 10 years of relevant experience in environmental studies and monitoring of road works.

Social Impact Specialist – Domestic

Responsible for monitoring and auditing the social impacts of the project. Assist in undertaking the socio-economic aspects of the project performance monitoring. The Social Impact Specialist will be a senior specialist with relevant bachelor degree (S1) and a minimum of 10 years of relevant experience in social impact assessment and/or poverty issues associated with construction projects.

Management Information Specialist – Domestic

Responsible for ensuring that database and information during the implementation of the loan is eligible in timely manner and can be accessed by public. The Management Information Specialist will be a senior engineer with relevant bachelor degree (S1) and a minimum of 8 years of relevant experience in the field of management information.

Road Safety Audit Engineer – Domestic

Responsible to ensure the road improvements in the project area provide a long–term safe environment for road users and local inhabitants and to contribute strongly to the overall reduction of road accidents elsewhere in Indonesia. The Road Safety Audit Engineer will be a senior engineer with bachelor degree (S1) in civil engineering and a minimum of 10 years of relevant experience in undertaking Road Safety Audits on National or Provincial highways in Indonesia.

Training Specialist – Domestic

Responsible in assisting on implementation of training, revisions to the modules based on feedback from the implementation of the courses, collecting data and information concerning the training participants, analyzing and evaluating the training impact. The Training Specialist will be a senior engineer with bachelor degree (S1) in civil engineering and a minimum of 8 years of relevant experience in the preparation and delivery of training programs.

6.0 Facilities to be provided for the Project

6.1 The use of Provisional Sums

To help ensure that comparable bids are received from all bidders, and to provide for financial competition among bidders that is not based on different assumptions for fixed costs of items required for the provision of the services, a number of major cost items are to be specified as Provisional Sums for the purposes of bidding. In this respect, all consultants are required to include these Provisional Sums in the Financial Proposal for the Services. During Contract Negotiations, the quantities and costs of these Provisional Items will be reviewed and revised estimates will be included in the Contract. The Consultant will be required
to pre-finance these items and should include in the Financial Proposal appropriate provision for the costs of such pre-financing.

6.2 Facilities to be provided for the Employer

The following facilities and provisional sums should be provided for in the Consultant's cost estimate. Provisional sums are to be included in a separate section in the financial proposal. The use of all provisional sums is subject to the written approval of the PMU and the Project Manager for the CTC services.

(i) Purchase of 3 vehicles for operational use of PMU at a Provisional Sum of Rp. 600 million and Provisional Sum for running costs of Rp 600 million.

(ii) Provide 40 square metres of Office Space for PMU in the CTC Office for the exclusive use of the PMU, including furnishing for the accommodation of 3 people at within 1 kilometres of DPU central office in Jalan Pattimura. Rp 200 million should be allowed.

(iii) Provide 30 square metres (floor space) Storage Facility suitable for storing and archiving documents for the duration of the project, within 1 kilometres of DPU central office in Jalan Pattimura. Rp 100 million should be allowed.

(iv) To support and provide financial reports including collecting data, carrying out and preparing pre-audit reports and audit reports which will be done by an independent auditor, a provisional sum of Rp 800,000 million should be allowed.

(v) For duty travel and out-station-allowance, a provisional sum of Rp 1,000 million should be allowed.

Training courses and Workshops

(i) Provide Training Courses and Workshops to support dissemination, operation and training, at a provisional sum of Rp 1000 million.

7.0 Facilities to be provided by the Employer

The Employer will provide all data, reports and relevant information needed to support the services as promptly as possible upon request.
Annex 2: Design Review and Supervision Consultant (Kalimantan)
Outline Terms of Reference

1. Introduction
The Regional Roads Development Project (RRDP), funded by the Asian Development Bank (ADB) and Islamic Development Bank (ISDB) is scheduled to begin in 2011. The ADB funded RRDP loan is scheduled to be for a four year period.

A Design and Supervision Consultant (DSC) will provide the following services to the DGH (The Employer) act as Engineer and they will provide the following services:

- Provide day to day management support to the DGH.
- Provide construction supervision for all civil works implemented, including operating testing laboratories which are to be established by each construction contractor;
- Review Design if required;
- Assist PIU to review of the tender document and tendering process (pre-contract activities) for all sub – projects related with ADB and GOI regulation.
- Assist in the completion of all required reporting for PIU.
- Verifying contractor performance.
- Assist P2JJ related with project implementation.
- Assist DGH to monitor Environmental Impact based on EMMP (Environmental Management and Monitoring Plan) produced by CTC.
- Assist DGH to monitor and audits the implementation of road safety program.
- Support for engineers and assistant, monitor their performance of works and assist with training programs;

2. Project Implementation and Management: Major Features

Administration Framework - DGH will establish a Project Management Unit (PMU) to coordinate design, implementation, supervision and technical assistance activities under the project. DGH’s project management in the three project provinces will be through P2JJ units as project officer to conduct technical aspects in implementation of work programmes.

DGH will be assisted by consultants funded under the project. Road and bridge rehabilitation works will be executed by contractors, and supervised by DSC.

An Anti-Corruption Framework - ADB’s Anti-Corruption Policy has been explained to the Government and this will be described to each consultant at the commencement of their consultancy. The Government is committed to creating and sustaining a corruption-free environment, and has agreed to abide by the relevant provisions of ADB’s Anti-Corruption Policy in preparing all documents and contracts during the bidding process and implementation of the project. A new Anti-Corruption Law gives the Government strengthened legal powers of investigation and enforcement in cases of corruption.

Emphasis on Achieving Improved Quality - The Project will emphasize the improvement of construction quality, and therefore additional responsibilities will be given to the DSC that will strengthen their control. Experience under previous projects has demonstrated again that the traditional triangular relationship between Contractor, Project Manager of Civil Works and Field Team is very detrimental to quality of works as it gives an opportunity for the Field Team (who is
supposed to be ‘the Engineer’s Representative’ under the contract documents) to be by passed by the Project Manager when approving Contractors’ payment claims. This is compounded if the Field Team has no recourse to independent senior engineers who can address such problems. This has been addressed firstly by eliminating the “project management triangle” and requiring the Project Manager to communicate with the Contractor through the DSC on all aspects relating to implementation of the works, and secondly by giving the Field Team a stronger management profile.

Financial Management - DGH will submit to ADB monthly, quarterly and annual progress reports on project implementation, the form and content of which will be agreed with ADB. DGH and will maintain separate accounts for all project components financed by ADB and Government and have them audited by independent auditors acceptable to ADB. The audit will include:

(i) an assessment of the adequacy of accounting and internal control systems used to monitor expenditures and other financial transactions and ensure safe custody of project financed assets;
(ii) a determination as to whether the borrower has maintained adequate documentation of all relevant transactions;
(iii) verification that all expenditures submitted to ADB is eligible for financing; and
(iv) identification of any ineligible expenditures. The audited project accounts and auditor reports will be furnished to ADB.

3 Implementation Arrangements

3.1 The Project Implementation Plan (PIP)

The Project Implementation Plan (PIP) describes the essential elements in the implementation of all components of the Project during the period of the loan. The PIP includes the implementation schedule for all activities to be undertaken, procurement plan, disbursement schedule, performance indicators and monitoring for the overall Project and for individual projects and activities.

3.2 Project Administration Manual (PAM)

The Project Administration Manual (PAM) is intended to be the main technical working document for use in the management of the implementation of all components of the project. The PAM describes the procedures for planning, design, procurement, implementation and monitoring for individual projects, specifying the task of each administrative unit involved. The users of the PAM are the government staff at all levels, and related institutions, so the procedures for procurement (including anti-corruption plan) and monitoring are highlighted. The PAM will be prepared by the PPU and will be available prior to Loan Effectiveness.

For all projects to be implemented, full project preparation has already been undertaken as part of the preparation of RRDP, including economic evaluation, environmental review, and the preparation of final engineering design and bidding documents. Bidding may also have been carried out, and award of contract after review by the Bank may also have been completed. DSC will be required to review designs and contract modification proposed by the sub project.

The DSC will carry out the following activities for the works. The services involve cost and time control and direct day-to-day supervision of the Civil Works including guidance to the contractor in performing works construction in accordance with the engineering design and technical
specifications. The responsibility for the works quality remains with the contractor. The objectives of the supervision is to assist the DPUP / Dinas Praswil / Dinas Bina Marga in administering the Contract Documents in accordance with quality and quantity control procedures and guidelines of DGH, to pay fairly for work done.

3.3 Design Review and Design Revision / Design Completion and Planning Review

The intention under RRDP is that all designs will be completed and certified eligible before the tender process begins. If a design is not completed in full, the following procedure for design completion and planning review will be adopted:

- The Project Manager of Civil Works shall postpone the start of tendering (advertisement) until bridge or pavement and drainage design has been completed at least up to the calculation of bills of quantities based on the required surveys of road-making materials, site soil conditions and topography, and the design cost has been certified eligible for funding under the Project by CTC.
- If road links are shortened in length to meet these requirements, with the remaining length designed during the early phase of the work and added to the Contract as an Addendum, the Planning Review will include confirmation that the shortened sub-project remains a viable planning entity,
- Planning review by CTC as a condition for eligibility for funding under the Loan applies in principle to the designs used in tendering, not just to the sub-projects and cost estimates in the PIP. In order to meet this requirement in the circumstances envisaged above, CTC will provide a critical service, and will therefore depend on the full cooperation of RDS in ensuring an efficient design process, with a well-scheduled flow of information on sub-project identity, cost and status of certification within both DSC and CTC.

4 Scope of Services

4.1 The Role and Function of the DSC

The following task descriptions are intended only as a guide and as the minimum requirements. The DSC is encouraged to use initiative in expanding on the tasks in order to successfully achieve the objectives in a manner satisfactory to the Employer.

Contract Supervision – General

(i) Prepare construction management manual consist of organization structure, testing procedures, contract management procedures, staff management procedures, administration management procedures.
(ii) Plan and provide a program of field supervision of contractor performance in carrying out the works in accordance with contract provisions.
(iii) To assess the adequacy of all materials, equipment and labor provided by each contractor, the contractor's methods of work and rate of progress; take appropriate action to expedite progress when necessary.
(iv) To ensure that “as-built” drawings are prepared for all works as construction progresses; update provincial IRMS databases to reflect as-built.
(v) Taking action when physical or financial progress towards project outputs deviates from agreed targets and limits conditions.
(vi) Evaluate Review Design and Contract Change Order.
**Contract Variation**

Where variations of the quantities are requested by the Contractor, the following information should be provided in relation to contract variations:

(i) data on which the original as-tendered design was based
(ii) a complete record of all new design data which is relevant to the variation;
(iii) an as-built record showing the location and detailed dimensions of all works carried out to date under the contract;
(iv) a copy of all previously approved variations and Contract Addenda;
(v) a copy of the contractor’s bid document, including all the tendered Unit Prices and detailed Unit Price Analysis;
(vi) a description of the design assumptions adopted where these differed in any way from DGH standards;
(vii) drawings clearly showing both the original design and the proposed variation; and
(viii) a rescheduled list of quantities and costs, relevant to the proposed variation.

**4.1 The Task and Responsibility of DSC Personnel**

It is the responsibility of the **Team Leader / Chief Supervision Engineer** of the DSC to supervise the DSC staff to ensure each activity is carried out properly.

(i) Direct and coordinate consultant team under guidance of DGH.
(ii) Ensure all consultant staff is conversant and fully active with all his responsibilities and requirements;
(iii) Ensure that preparation and submission of all reports and other documents is carried out;
(iv) Liaison and coordination with local agencies and authorities;
(v) Ensuring that all design review and detailed design activities are carried out to the appropriate technical standards;
(vi) Supervision guidance and organization of constructions supervision teams;
(vii) Establish and monitor construction quality assurance;
(viii) Monitoring of construction schedules comparing actual progress to planned;
(ix) Monitoring of costs and recommendation for approval of payments to contractors.
(x) Support the Field Team, in supervision of the setting-up, organization and lay out of the Contractor’s field laboratory and in monitoring the mobilization of the equipment.
(xi) Check and clarify cumulative of the Monthly Payment Certificates, which are certify by the Supervision Engineer.

It is the responsibility of the **Assistant Chief Supervision Engineer / Pavement Engineer / Material Engineer** to carry out duties:

(i) Act as Team Leader with his responsibilities when the Team Leader is temporary not available.
(ii) Support the Field Team in their supervision of the setting up of the Contractor’s stone crusher and Asphalt Mixing Plant (and soil cement batching Plant in relevant instances), to ensure that the specified requirements for such equipment are fully met;
(iii) Check asphalt mixing plants and advice to the Field Team and Civil Work Project Manager whether AMP is incorrect forms and has no capabilities to produce specified asphalt mixtures.
(iv) Support and advice the Field Team to evaluate the adequacy of all testing work carried out by the Contractor for the purpose of selection of materials sources or of control of the quality of materials or workmanships.
(v) Prepare the guidelines for the quality control with statistic methods and provide the guidance to the Field Team.
(vi) Check and summaries all control test data and also provide advice and assistance to Field Team with approval or rejection of the contractor’s proposed for aggregate base, mix asphalt materials, soil cement and concrete.
(vii) Assist The Team Leader with his various duties, in particular with the preparation of project-wide quality control reports for submission to the CTC and DGH.
(viii) Arrange all of data management system, in particular with design reviewing, physical and financial progress.

It is the responsibility of the **Highway Engineer** to carry out duties;

(i) Assisting P2JJ Project Manager in preparing the engineering design for Tranche 1 works if there is review.
(ii) Support and advice the Field Team to evaluate the engineering aspect for design review carried out by the Contractor for Phase 1 works.
(iii) Review DGH standard for asphalt overlays, aggregate base designs, soil cement base designs, chip-seal surface dressing design.

It is the responsibility of the **Bridge Engineer** to carry out duties;

(i) Stake out centerline, right-of-way limits and location of roadway structures and appurtenances;
(ii) Evaluate by survey and analysis the soundness of all existing road structural facilities and bridges and make lists of measures and treatments to the relevant structures to be improved and replaced;
(iii) Inspect works and check materials including testing of materials in accordance with DGH requirements; Inspect work and check materials including testing of materials in accordance with DGH requirements;
(iv) Supervise and review the preparation of “As Built” drawings for approval of Directorate General of Highways, Ministry of Public Works;
(v) During the supervision stage the structural engineers will be responsible for ensuring that the field teams are aware of any special constructions and laboratory testing for both road works and structures and for supplying soils and materials design criteria to both the highway and structural engineer;
(vi) Responsibility for organizing the field investigations and laboratory testing for both road works and structures and for supplying soils and materials design criteria to both the highway and structural engineers;
(vii) Responsible for construction materials problems, and will be under the direction/guidance of the Team leader.

It is the responsibility of the **Supervision Engineer** leading each supervision team:

(i) Be act as Engineer to carry out continuous supervision of the construction of the works involving regular inspection of works being performed and providing written instructions to the Contractor to clarify the exact work requirements.
(ii) To guide and advise each contractor on the measures needed to maintain a safe working environment, protect the safety of road users and pedestrians, and to monitor the contractors to allow their workers to attend HIV/AIDs awareness campaign.
(iii) Review contractor’s health and safety management plan.
(iv) Related to DSC Organization, Supervision Engineer has responsibility to Team Leader. Supervision Engineer also has responsibility to the Project Manager/Sub Project Manager of Civil Work.

(v) Ensure that the Contractor correctly interprets the contract documents, carries out his work in strict compliance with the specifications and drawings, and applies construction techniques what are appropriate to the pertaining site conditions for the various work activities.

(vi) Certify acceptance or rejection of doubtful work and questionable materials, and inform the Project Manager/Sub Project Manager of Civil Work when such decisions have been made.

(vii) Plot the Contractor’s daily work progress on the approved Progress Schedule.

(viii) Closely monitor the progress of all works and reports in good time to both Dinas Bina Marga Chief and Project Manager/Sub Project Manager of Civil Work of the road and bridge works contract concerned when the contract is falling in excess of 10% behind schedule and when timely completion is seriously endangered. Make appropriate recommendations in writing as to how to make up for lost time in such cases.

(ix) Carefully monitor all quantity measurements submitted by the Quality Engineer or/and Chief Inspector and be personally involved in the measurement of each completed segment of work.

(x) Check and certify the Monthly Payment Certificates what are prepared by the Contractor and provide certification to the Project Manager/Sub Project Manager of Civil Work and a copy to Team Leader and the PMU, regarding the quality of completed works.

(xi) Furnish full details, including appropriate sketches and necessary calculations, to justify all proposed changes in the works (Change Orders).

(xii) Check the as-built drawings (Final Record Documents) prepared by the contractors, and supervise revisions as required before Preliminary Handover (PHO).

(xiii) Maintain files of project correspondence, weekly reports, progress charts, measurements, etc.

(xiv) Prepare reports on the physical and financial progress of the project under his jurisdiction and submit these reports to PMU and Balai Besar Pelaksanaan Jalan Nasional VII.

(xv) Review the contractor’s Environmental Management and Monitoring Plan (EMP) to ensure that it meets all project objectives with respect to environmental and social issues:

1. To monitor environmental controls and impacts and prepare a checklist of compliance for each contract package during construction. The details of the checklist will be agreed before hand with SDEA or any successor and PMU through CTC;
2. To monitor the environmental and social impacts using the checklists which prepared by CTC;
3. To include latest environmental methods in all designs prepared for Tranche 1 works; and
4. Foster the use of environmental safeguards at all stages of the works.

It is the responsibility of the **Quality Engineer** on each supervision team to:

(i) Provide close supervision of the setting-up, organization and lay out of the Contractor’s field laboratory and monitoring of the mobilization of the testing equipment, to ensure well in advance of the start of construction that the laboratory is adequately equipped and capable of performing all the specified testing requirements for the Contract.
(ii) Provide close supervision of the setting up of the Contractor’s equipment, including stone crusher and Asphalt Mixing Plant, to ensure that the specified requirements for such equipment are fully met.

(iii) Provide daily supervision of all testing work carried out by the Contractor for the purpose of materials or workmanship quality control, and immediately notify the Supervision Engineer in writing of any deficiencies in the testing procedures used and any defects in materials or workmanship quality.

(iv) Analyze all quality control test data, including earthworks, drainage, shoulders, subbase, base, pavement, structure and also the Contractor’s proposed mix recipes for aggregate base course, asphalt material and concrete, and formulate and submit to the Supervision Engineer written recommendation regarding the approval or rejection of materials, workmanship and job mix formulae.

(v) Supervise all quality control test work including earthworks, aggregate base course, pavement, concrete test carried out by the Contractor, to ensure that the number of test and procedure taken is not less than the specified minimum requirement and is sufficient to enable a meaningful statistical evaluation of the works achieved.

(vi) Check all materials delivered to the site to ensure that they conform to the specification;

(vii) Submit to the Supervision Engineer before the 25th day of each month a monthly summary of all quality control test results has been done obtained during the previous month, for transmittal by the Supervision Engineer. The report will contain all the detailed laboratory and field measurements as well as summaries of the data.

(viii) Make every effort to ensure that the Contractor’s site Laboratory Technicians are fully conversant with the specified method of testing including those for concrete and asphalt mix design and trial mix testing, and that the standardized laboratory forms are used for recording the mix design data.

(ix) Provide assistance to visiting staff from DGH or their consultants in their works of collecting quality control, asphalt production and pavement performance data and with their on-site training of the site laboratory personnel in appropriate technology and the associated testing methodology.

(x) In the event that the work is being carried out to a standard below that specified or with materials below the specified quality, and the Contractor either refuses, or fails within a reasonable time, to make good the defective work, the Quality Engineer shall notify to the Supervision Engineer, the Project Manager/Sub Project Manager of Civil Work, and the PMU in writing.

It is the responsibility of the Chief Inspector / Quantity Engineer on each supervision team to:

(i) Reside very close to the contract package he is nominated to supervise;

(ii) Carefully study the Project Drawings and specification before the start of work;

(iii) Travel up and down the works in progress that he is inspecting on a daily basis;

(iv) Plot the Contractor’s actual daily work progress on the approved Progress Schedule;

(v) At all times follow the technical guidance and seek the advice of the Supervision Engineer with regard to the execution of his duties;

(vi) Prepare detailed and quantified recommendation for any proposed Contract Variation, which involve major/minor changes in the designs or in the specifications.

(vii) Prepare detailed and quantified recommendations for any additional designs, which are required during construction.

(viii) Continuously supervise in person, and record and check, all measurements, quantity calculations and payment certification to ensure that the Contractor is paid strictly in accordance with the provisions of the Contract Documents;

(ix) Keep a daily summary of the construction activities, weather, deliveries of materials, equipment on site, quantities of work completed, field measurements, special events,
etc., using standard report forms which are to be submitted to the Supervision Engineer at the end of each day’s work;

(x) Maintain files of project correspondence, progress charts, measurement, etc;

(xi) Assist the Supervision Engineer to take final measurements of fully completed segments of work;

(xii) Check the Monthly Payment Certificates that are prepared by the Contractor, for acceptance of completed works as required by the specification;

(xiii) Check the as-built drawings (Final Record Documents) prepared by the contractors on the basis of drawings and notes prepared by the Consultant’s staff.

(xiv) Provide continuous on-site supervision for all day-work operations, including the preparation of daily records of the equipment, manpower and materials used by the Contractor in carrying out such day-work;

(xv) Supervise continuously the daily activities of the Contractor including earthworks and drainage works, shoulders, sub-base, base and hot-mix and check all mix, production, spreading and compaction of asphalt surfacing.

(xvi) Continually inspect all locations on the site where construction work is being performed, and immediately advises the Supervision Engineer of any work which is not in full compliance with the Contract Documents. All such observations are to be reported in writing to the Supervision Engineer on the same day that the observations are made.

5 Reporting

5.1 Management Reporting

The Consultants will prepare the following reports for the PMU, with a copy to the P3JJ or PPJJJP (as appropriate) as Project Officer for the services, to the DPUP and the Core Team Consultants.

Inception Reports

Within 30 days after commencement of the services, the DSC shall submit an Inception Report giving a detailed work plan, assignments for individuals of each of the supervision teams, and a description of the current status of the Annual Works Programmes.

Monthly Progress Reports

Monthly reports will be submitted within 10 days from the end of each month. The reports will include an overall summary of progress, cover activities and reports produced during the month, include a photographic record of the monthly progress and highlight any recommendations for actions to be taken by the various parties. The report will also fully cover resource schedules, used and planned, of the DSC team.

Monthly Project Reports (Site Engineer)

A Monthly Project Report is to be submitted for each contract package of works, within 10 days after the end of each month. The report will include a description of resources mobilised and work done on each pay item during the month, physical and financial progress on each pay item, photographic records, a summary of quality control testing done by the Contractor and all quality assurance testing done by the DSC, comparing the two sets of results.

The report shall highlight when a contract is falling in excess of 10% behind schedule and when timely completion is endangered, with appropriate remedies recommended. The report is to be submitted to the PMU, with copies to the DSC Team Leader and CTC.
Final Report
A Final Report is to be submitted, in draft form, one month before the completion of Consultant services, summarising the method of construction, the construction supervision performed, recommendations on future maintenance requirements, all technical matters arising during the construction of the road works, potential problems on the newly constructed works which may be expected, and giving suggestions, if any, for various needed improvements in future projects of similar nature undertaken by Directorate General of Regional Infrastructure and Director General of Urban and Rural Development. The Final Report shall also include a copy of all “As Built Drawings”. The Final Report shall be submitted at the completion of services, including any comments received on the draft final report.

All Reports and data collected or produced during the project, and all programs and other materials developed, prepared or obtained during the project, will be the property of GoI, and are to be provided as requested, and handed over at the end of the Project, to the Project Manager. Please note that the standard office software used by the Ministries is WORD, EXCEL, and other MS Office components. All computer work undertaken within the PMU will be in this or such other standard formats as may from time to time be determined, and all materials produced will use such formats as the basis for monitoring progress of the project.

6 Staffing

Key personnel on the staff may include international and national experts. The skills considered to be required to undertake the services are listed below. The Consultant is free to suggest modifications to this staffing and should define their inputs following their reading of these TOR and discussion with DGH.

(i) The Team Leader / Chief Supervision Engineer (International) will be a senior engineer with tertiary qualifications in civil engineering and a minimum of 15 years of relevant experience covering design and supervision of road construction projects, of which at least five years should have been spent 5 (five) years in developing countries and at least two years in Indonesia.

(ii) The Assistant Chief Supervision will be a senior engineer with relevant tertiary qualifications in civil engineering and a minimum of 10 years of relevant experience in road construction project of which at least 5 years as a pavement and material engineer.

(iii) The Highway Engineer will be a senior engineer with relevant tertiary qualifications in civil engineering and a minimum 10 years of relevant experience in road construction project of which at least 5 years as highway engineer.

(iv) The Bridge Engineer will be a senior engineer with the relevant tertiary qualification in civil engineering and minimum 10 years of relevant experience in road construction project of which at least 5 years experience in bridge construction and at least 10 years in civil engineering covering design and supervision for bridge construction.

(v) The Bridge Engineer will be a senior engineer with relevant tertiary qualifications in civil engineering and a minimum 10 years of relevant experience in road construction project of which at least 5 years as bridge engineer.
(vi) The Supervision Engineer will be an engineer with relevant tertiary qualifications in civil engineering and a minimum of 10 years experience on supervision of road construction project including national, provincial and local roads, and at least 5 years on quality control works,

(vii) The Quality Engineer will be an engineer with relevant tertiary qualifications in civil engineering and a minimum of 8 years relevant experience of supervision of road construction project, including national, provincial and local roads, and at least 5 years on quality control works.

(viii) The Quantity Engineer will be an engineer with relevant tertiary qualifications in civil engineering and a minimum of 8 years experience on supervision of road construction project, and at least 5 years on quantity surveyor works.

All international experts must be proficient in both written and spoken English. A basic knowledge of the Indonesian language by the foreign experts is desirable. A basic knowledge of the English by the domestic experts is also desirable. During the course of the assignment should the need arise for different skills, or for shorter or longer inputs of the identified skills, the DSC will be expected to make changes to the staffing at the request of the Project Manager. The Team Leader must be expending fully of day work for his task.

<table>
<thead>
<tr>
<th>International in Banjarmasin (Regional Office)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert</td>
</tr>
<tr>
<td>Team Leader/Chief Supervision Engineer</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Domestic in Surabaya (Regional Office)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert</td>
</tr>
<tr>
<td>Assistant Chief Supervision Eng. / Pavement/Material Engineer</td>
</tr>
<tr>
<td>Highway Engineer</td>
</tr>
<tr>
<td>Bridge Engineer</td>
</tr>
<tr>
<td><strong>Total Domestic in Regional Office</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Domestic in Field</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert</td>
</tr>
<tr>
<td>Supervision / Site Engineer</td>
</tr>
<tr>
<td>Quality Engineer</td>
</tr>
<tr>
<td>Chief Inspector / Quantity Engineer</td>
</tr>
<tr>
<td><strong>Total Domestic in Field</strong></td>
</tr>
</tbody>
</table>

7 Facilities to be provided for the Project

The Employer will provide the DSC with contract documents, designs and drawings for all works in Tranche 1; together with all data, reports and relevant information needed to support the services as promptly as possible upon request.
Annex 3: Design Review and Supervision Consultant (Java)
Outline Terms of Reference

1. Introduction:

The Regional Roads Development Project (RRDP), funded by the Asian Development Bank (ADB) and Islamic Development Bank (ISDB) is scheduled to begin in 2011. The ADB funded RRDP loan is scheduled to be for a four year period.

The DSC will provide technical assistance to support the Project Management Unit (PMU) established within the Directorate General of Highway (DGH) (the Employer) in the implementation of the Project. Assistance will be required to be provided in a wide range of areas, including:

- Project Management and Institutional Support
- Procurement of Contract Packages
- Revision of Terms of Reference for Technical Assistance packages
- Financial Monitoring Reporting
- Performance Monitoring and Project Progress Reporting
- Environmental Studies and Environmental Management
- Feasibility Studies
- Design Checks
- Road Safety audits
- Reporting

The DSC will also be required to liaise closely with the Core Team Consultant (CTC), in order to provide integrated services which actively support the initiatives being undertaken under the RRDP.

2. Implementation Arrangements

2.1 The Project Implementation Plan (PIP)

The Project Implementation Plan (PIP) describes the essential elements in the implementation of all components of the Project during the period of the loan. The PIP includes the implementation schedule for all activities to be undertaken, procurement plan, disbursement schedule, performance indicators and monitoring for the overall Project and for individual projects and activities.

2.2 Project Administration Manual (PAM)

The Project Administration Manual (PAM) is intended to be the main technical working document for use in the management of the implementation of all components of the project. The PAM describes the procedures for planning, design, procurement, implementation and monitoring for individual projects, specifying the task of each administrative unit involved. The users of the PAM are the government staff at all levels, and related institutions, so the procedures for procurement (including anti-corruption plan) and monitoring are highlighted. The PAM will be prepared by the PPU and will be available prior to Loan Effectiveness.

For all projects to be implemented, full project preparation has already been undertaken, including economic evaluation, environmental review, and the preparation of detailed
engineering design (DED) and bidding documents. These DED’s and bidding documents have been reviewed by consultants, ADB and by the Client. The tender process has started on some of these and it is anticipated that most (if not all) will have been tendered before the start of the CTC services. However, before these projects can proceed to award, the ADB will need to indicate that it has no objection letters (NOL) to the schemes as proposed. It will be one of the first tasks of the CTC to seek these NOLs.

2.3 Financial Management Reporting

Project financial management, monitoring and monthly reporting will become a major task in RRDP. A major task for the CTC will be to support the PMU in the management and maintenance of the systems and procedures that have been developed for this purpose, to ensure that the reporting of financial and physical progress is provided on time and to the required standards of presentation and reliability. The PMU will have overall responsibility for establishing, maintaining and monitoring a uniform project accounting system, and will prepare accounts for components implemented directly by the central agencies.

The responsibility for preparing expenditure forecasts and withdrawal applications to the ADB through MOF will be borne by the PMU, who will rely on all related agencies and consultants to provide accurate and prompt data and supporting documentation.

Under previous donor supported projects, use has been made of the Project Monitoring System (SIPP) using the web-based data transfer system. However, SIPP is not fully functional and further development is continuing under the EIRTP-2. The CTC will need to liaise with the EIRTP–2, CTC–2, to determine the potential of SIPP, ultimately using the SIPP or developing an interim system to fully monitor all the necessary parameters.

3.0 Detailed Scope of Work

3.1 The Role and Function of the DSC

The Design and Supervision Consultant will play a major role in supporting RRDP project management and implementation. A significant focus of the project will be an increased emphasis on achieving acceptable standards of construction quality for all civil works and a strengthened stance against corruption. The DSC will be in the front line of the drive to improve quality and reduce corruption. Therefore the DSC will have increased authority and responsibility commensurate with this strengthened role.

This additional authority and responsibility will be provided in a number of ways:

- The Project Manager (“the Engineer” as defined by FIDIC) will delegate specified responsibilities to the DSC as the Assistants (Engineer’s Representative), so that he will be empowered to act to accept or reject works and to authorise payments to a specified account;
- The DSC will be provided with access to an independent laboratory for testing and validation of the test results provided by the contractor; and
- The DSC will provide a framework within which training/workshop and support for Engineer and Assistance is provided and monitoring of their performance of works.

The particular responsibilities of the DSC are summarised below and detailed in the following sections.
i. Provide construction supervision for all civil works implemented under Tranche 1, including operating testing laboratories which are to be established by each construction contractor;

ii. Provide support for engineers and assistant, monitor their performance of works and assist with training programmes;

iii. Provide general support in overall project management to all implementing agencies, particularly the PMU, at the various levels of government;

iv. Monitor and evaluate pre-contract activities for all sub-projects;

v. Monitor and report on the progress of all sub-projects in line with the requirements of the Financial Management & Monitoring Report and monitoring guidelines; and

vi. Provide reports on all services

The Consultant is expected to use initiative in expanding on the tasks described below in order to successfully achieve the objectives in a manner satisfactory to the Employer.

Delegation of Authority by the Engineer to the Assistants

The Engineer, as defined by FIDIC, is the Project Manager for each contract. The Site Engineer for each Contract will be designated as the Assistants (Engineer's Representative) and, as provided for in the Conditions of Contract for Civil Works Clause 2.2, will be delegated authority to undertake specified duties of the Engineer. This delegation will be by letter in each case.

Structure and Composition of the DSC

The DSC will be structured as follows:

i. A central support/design team, comprising Team Leader, Co-Team Leader, Specialists and support staff will be based in Jakarta;

ii. Site supervision teams, comprising a Site Engineer, Quality Engineer, Structure Engineer and Quantity Engineer / Chief Inspector, covering each civil works contract in its particular location.

Details of the work packages to be supervised are included in the PIP; confirmed for Tranche 1 and indicative for Tranches 2 and 3 (see Annex A)

3.2 Task and Responsibility of the Design and Supervision Team

Team Leader (TL)

The appointee will reside in Jakarta and will be responsible for overall co-ordination of Core Team activities. He will be directly responsible to the DGH staff assigned as Project Officer. He should be a Senior Engineer with a qualification of Master Degree in civil engineering. With a minimum of 15 years of relevant experience covering management, planning, programming, monitoring, design and supervision of road and bridge constructions. Experience working in Southeast Asian countries for more than 3 (three) years is required. The main responsibility will be to coordinate the activities of the Field Consultant Teams and to ensure that the objective of this Term of Reference to be fulfilled to the satisfaction of DGH and IBRD.

In addition, The Team Leader has a function as a full time expert team member, contributing services in technical advisory, management and monitoring of loan expenditure, setting up technical guidance and standard as necessary and assisting the DGH in conducting social study and/or environmental mitigation etc. His duties will include, but not be limited to the following.
a) Monitoring the submissions of regular reports from Provincial Project Manager, to ensure their quality accuracy and timeliness, and in intervention to ensure that they are error-free, including advising Project Manager on the proper completion of data reports, and monitoring their performance.

b) Monitoring the accuracy and timeliness of data entry, initial processing and transfer of data and reports to PMU in Jakarta.

c) Obtaining appropriate reports and information from regional Procurement Committees, and compilation of regular procurement reports from participating entities.

d) With Co-Team Leader to monitor the implementation performance of:
   • Levels of activity in and adherence to public disclosure policy postulated for project
   • Levels of participation of Community Representatives in project-related meetings
   • Performance of the Complains Handling Mechanism established for the project
   • Organization of activities and functions held at regional levels.

e) Designs and cost estimates Tranches 2 and 3 on behalf of the respective of Directorate of Technical Affairs (Bintek);

f) Ensure that all provisions of the Term of Reference are fulfilled to the complete satisfaction of DGH in connection with organizing and implementing the road works;

g) Assist DGH with a Complete understanding of the requirements of RRDP to ensure successful implementation and disbursement of the Loan;

h) Technical and financial administration, progress planning, quality and cost controls and for guidance of the his staff an their respective task during the detailed design, bid assistance and supervision phase;

i) Ensure continued liaison, especially on technical matters. Between the Design Team and DGH throughout the detailed design phase.

j) Assist Regional Directorate, as required in supervision of construction and monitoring of the have the construction progress and quality.

k) Establish liaison and co-operation with all central, regional and provincial DGH offices concerned with the works mostly through the Regional Directorate.

l) Co-ordinate the work with field team to ensure that all detailed field engineering for the major road/bridge the contract mobilization periods for each contract package for the purpose of defining the location and extent and quality of those work items which are only partially specified in the Contract Documents.

m) Assist Directorate Technical Affairs in reviewing any major design changes proposed by field Supervision Teams, provide satisfactory technical justification for major Contract Change Order and Addenda and to assist in gaining the concurrence of the loan agency for the use of any additional budget required.

n) Ensure that DGH's policies and standards are implemented in all contract packages and Field Supervision Teams.

**Co-Team Leader (Co-TL)**

He should be a qualified Senior Engineer with a qualification of Master Degree in Civil/Transport Engineering graduated from a reputable University with a minimum of 15 years experience of relevant experience covering management, planning, programming, highway engineering, review design and construction supervision of road and bridge constructions. In addition, he should have appropriately understanding in the aspects of construction contracts, and technical and financial issues.

He shall be responsible for guidance to the Field Supervision Team in quality measurement, recording and documentation, and preparation of monthly Certificates and assist the Team
Leader in structural aspects of the work. This will include preparation of reports and supervision of the Contractor's construction activities. Advice the Team Leader on the interpretation of contract documents, including claims received from the Contractor and requests for time extension that will be submitted by the Supervision Field Teams. His job responsibilities will include, but not be limited to the following:

- **Reviewing designs and cost estimates on behalf of the respective of Directorate of West Regional;**
- **Ensure that all provisions of the Term of Reference are fulfilled to the complete satisfaction of DGH in connection with organizing and implementing the road works;**
- **Assist DGH with a Complete understanding of the requirements of RRDP to ensure successful implementation and disbursement of the loan;**
- **Technical and financial administration, progress planning, quality and cost controls and for guidance of his staff an their respective task during the detailed design, tender assistance and supervision phase;**
- **Ensure continued liaison, especially on technical matters; between the Consultant’s design team and DGH throughout the detailed design phase;**
- **Assist Regional Directorate, as required in supervision of construction and monitoring of the have the construction progress and quality;**
- **Establish liaison and co-operation with all Central and Provincial DGH offices concerned with the works mostly through the Regional Directorate;**
- **Co-ordinate the work with field team to ensure that all detailed field engineering for the major road/bridge the contract mobilization periods f or each contract package for t1he purpose of defining the location and extent and quantity of those work items which are only partially specified in the Contact Documents.**
- **Assist Bintek in reviewing any major design changes proposed by field Supervision Teams, provide satisfactory technical justification for major Contract Change Order and Addenda and to assist in gaining the concurrence of the loan agency for the use of any additional budget required;**
- **Ensure that DGH’s polities and standards are implemented in all contract packages and Field Supervision teams**
- **Monitor the disbursement schedule, and actual progress (date, amount, content, etc), and assist DGH to manage the Project Account;**
- **Assist DGH in preparing the periodic withdrawal application for the financing agency and other relating authorities;**
- **Assist DGH in preparing the periodic audit report to be submitted to relating authorities.**

**Chief Highway Engineer (CHE)**

This appointee will reside in Jakarta but will travel to the various job sites occasionally as required for the efficient execution of his duties. He/she should be a Senior Highway Engineer with a qualification in Civil Engineering (S1) having a minimum of 12 years appropriate experience on similar design covering highway engineering. Appropriate experience will include highway engineering, geometric roads and national road standard. They must be thoroughly familiar with DGH’s design standards. His/her duties will include, but not be limited to the following:

- **Preparation for highway geometric standard of national roads project and the drawing standard.**
- **Responsible for assisting DGH throughout the implementation of the project, and with evaluation of all design, which are referred to Technical Affairs DGH for approval;**
- **Provide the Field survey result with analytical back up for design drawing;**
d) Preparation of the design drawing for location map, plan, long section, cross section and standard design drawing.
e) Assist DGH’s the technical affairs Design Office Engineers as required with the design drawing or technical design standard change proposed by approval;
f) Assist the Team Leader and DGH Contract Document interpretation and understanding;
g) Assist and advise DGH in checking and approval of design drawing.
h) Co-ordinate the work of design team to ensure that all detailed engineering design for the purpose as the partially specified in the Contract Documents.

Traffic Engineer (TE)

The appointee will reside in Jakarta but will go to the various job sites occasionally as required for the efficient execution of his duties. He/she should be a Senior Traffic Engineer with a qualification in civil engineering (S1) having 12 years relevant experience in similar projects. His/her duties will include, but not be limited to the following:

a) They will be responsible for the traffic engineering field Duties will include planning and executing traffic surveys at various locations and analysis of all data including projections of generated traffic on the completely new sections of roadway.
b) Coordinating, planning and conducting traffic survey activities within the study area.
c) Analyzing and set up existing traffic volume demand data base
d) Analyzing existing roads and intersections performance
e) Collecting data of LHR at road section or intersection, corridor, screen line survey, and traffic arrangement data
f) Development system analysis of urban transportation evaluated from traffic awake aspect travel traffic, traffic country and traffic forecasting model.

Bridge Engineer (BRE)

He/she should be a Senior Bridge Engineer with qualifications in Civil Engineering having 12 years of relevant experience in civil engineer (S1) in of relevant experience since graduation covering highway/bridge engineering especially for Fly Over construction supervision in similar country and other condition with Indonesia, responsible for carrying out all types of structural design especially Fly Over design related to road works. He/she must be thoroughly familiar with DGH’s design standards. His duties will include, but not be limited to the following:

a) Stake out centerline, right-of-way limits and location of roadway structures and appurtenances;
b) Evaluate by survey and analysis the soundness of all existing road structural facilities and bridges and make lists of measures and treatments to the relevant structures to be improved and replaced;
c) Inspect works and check materials including testing of materials in accordance with DGH requirements; Inspect work and check materials including testing of materials in accordance with DGH requirements;
d) Supervise and review the preparation of “AS Built” drawings for approval of Directorate General of Highways, Department of Public Work;
e) During the supervision stage the structural engineers will be responsible for ensuring that the field teams are aware of any special constructions and laboratory testing for both road works and structures and for supplying soils and materials design criteria to both the highway and structural engineer;
f) Responsibility for organizing the field investigations and laboratory testing for both road works and structures and for supplying soils and materials design criteria to both the highway and structural engineers;
g) Responsible for construction materials problems, and will be under the direction/guidance of the Team leader.

Pavement Engineer (PE),

He/she should be a Senior Pavement Engineer with qualifications in Civil Engineering having 12 years of relevant experience in civil engineer (S1) in of relevant experience since graduation covering highway engineering especially for road construction design in similar country and other condition with Indonesia, responsible for carrying out all types of structural design especially Fly Over design related to road works. He/she must be thoroughly familiar with DGH's design standards. His duties will include, but not be limited to the following:

a) Evaluate by survey and analysis the soundness of all existing road facilities and make lists of measures and treatments to the relevant structures pavement to be improved and replaced;
b) Inspect works and check existing pavement or sub grade conditions mate and check the materials test laboratory result including in accordance with DGH requirements;
c) The calculation of structural pavement or analysis pavement base on the site data and test laboratory result.
d) Responsibility for organizing the field investigations and laboratory testing for both road works and for supplying pavement design criteria to both the highway engineers;
e) Responsible for construction pavement problems, and will be under the direction/guidance of the Team leader;
f) Assist DGH’s Technical Affairs Design Office Engineers as required with the review of pavement design changes or the calculation of structural pavement result.

Geodetic Engineer (GE)

This appointee will reside in Jakarta but will travel to the various job sites occasionally as required for the efficient execution of his duties. He/she should be a Senior Geodetic Engineer with a qualification in Geodetic Engineering (S1) having a minimum of 10 years appropriate experience on similar design covering highway engineering. Appropriate experience will include topographic map, geometric roads and national road standard. They must be thoroughly familiar with DGH's design standards. His/her duties will include, but not be limited to the following:

a) Preparation of topography map and set up survey team in site, processing data and provided on digital map.
b) The result of input survey data in land development programming.
c) Preparation for alignment road design involving horizontal and vertical alignment, cross section according geometric standard of the national road.
d) Preparation the layout of plan, long section and typical cross section.
e) Assist DGH’s West Region Design Office Engineers as required with the review of major design changes or technical specification change proposed by the Field Teams for approval.

Cost & Quantity Engineer (CQE)

He/she should be an Estimator with a qualification in Civil Engineering (S1) from a recognized Indonesian or International university, having a minimum of 12 years relevant experience in civil engineer. Major functions will include:
a) Provide survey the collecting data information for Basic Price with a complete understanding of the requirements of RRDP design.
b) Prepare detail of Unit Price Analysis for item of works.
c) The calculation of detailed quantities of the requirements of RRDP design.
d) Prepare detailed and quantified recommendations for any additional designs, which are required during the course of construction;

Data/Financial Management Specialist (FMS)

He/she should be a Financial Management Specialist with a (S1) qualification from a recognized university in Economic/Accounting. He/she should have a minimum of 10 years relevant experience in similar Accounting positions, preferably on similar projects. An experienced Provincial government officer, with considerable experience in Financial Monitoring and reporting, will be seconded to the position for the duration of the project. Major functions will include:

a) Monitor the disbursement schedule, and actual progress (date, amount, content, etc), and assist DGH /PMU to manage the Project Account;
b) Monitoring of the disbursement of payment with a complete understanding of the requirements of RRDP project.
c) Prepare detail of sharing disbursement of Loan ADB and GOI for sub - project.
d) Technical and financial administration, progress planning and cost controls for monitoring report of the project budget.
e) Assist DGH in preparing the periodic withdrawal application for the financing agency and other relating authorities;
f) Assist DGH in preparing the periodic audit report to be submitted to relating authorities.

Document Specialist (DS)

He/she should be a Senior Civil Engineer with a qualification in Civil Engineering having a minimum of 10 years relevant experience. He/she will be responsible for the preparation of standard contract documents complying with the latest DGH requirements. He/she must be thoroughly familiar with contract procurement philosophy and procedures currently used for civil works in Indonesia. It will be responsibility of the documentation engineers to familiarize themselves with the latest DGH format for contract documents. An experienced Provincial government officer, with considerable experience in procurement of works and contracting of civil works, will be seconded to the position for the duration of the project. Major functions will include:

a) Preparation Standard Bidding Document as follows; Instruction To Bidder, Bidding Data, General Condition of Contract, Form of Bid, Form of Security, Appendix to Bid and General Specification.
b) Assist and monitoring in tender activities includes reviewing the contract
c) Review and report on the form of Bid for sub-project quantities.
d) Responsibility the draft biding document of the requirement of RRDP project.
e) Preparation of the addendum bidding document together with committee.
f) Liaise with Procurement Specialist in the CTC, to assist in identifying and resolving issues that might emerge.

Chief Supervisor Engineer (CSE)

He/she will be Senior Engineer with qualifications in Civil Engineering, with 15 years of relevant experience since graduation covering highway/bridge engineering especially for construction
supervision in similar country and conditions within Indonesia. The appointee shall assist the Team Leader and will also assist the Field Supervision Term’s activities and he/she must have expertise in contract procurement, contract administration, and contract management or civil Engineering works. He will thoroughly familiar with DGH’s design system and standardized Contract Documents. His duties will include, but not be limited to the following:

a) Assist DGH with a Complete understanding of the requirements of RRDP to ensure successful implementation and disbursement of the loan;

b) Monitoring of works and check materials including testing of materials in accordance with DGH requirements; Inspect work and check materials including testing of materials in accordance with DGH requirements;

c) Technical and financial administration, progress planning, quality and cost controls, and for guidance of his staff an their respective task during the review design, tender assistance and supervision phase;

d) With Team leader to Assist DGH, as required in supervision of construction and monitoring of the construction progress and quality.

e) With Team Leader to Assist Bintek in reviewing any major design changes proposed by Field Supervision Teams, provide satisfactory technical justification for major Contract Change Order and Addenda and to assist in gaining the concurrence of the loan agency for the use of any additional budget required.

f) Co-ordinate the work of Senior Supervision Engineer or Field team to ensure that all detailed field engineering for the purpose of defining the location and extent and quality of those work items which are specified in the Contract Documents.

**Senior Supervision Engineer (SSE)**

He/she will be Senior Engineer with qualifications in Civil Engineering, with 15 years of relevant experience covering highway/bridge engineering especially for construction supervision in similar country and other condition with Indonesia. The appointee shall assist the Team Leader and will also assist the Field Supervision Term’s activities and he/she must have expertise in contract procurement, contract administration, and contract management or civil Engineering works. He will be thoroughly familiar with DGH’s design system and standardized Contract Documents. His duties will include, but not be limited to the following:

a) Assist DGH with a Complete understanding of the requirements of RRDP to ensure successful implementation and disbursement of the loan;

b) Monitoring of works and check materials including testing of materials in accordance with DGH requirements; Inspect work and check materials including testing of materials in accordance with DGH requirements;

c) Technical and financial administration, progress planning, quality and cost controls, and for guidance of his staff an their respective task during the review design, tender assistance and supervision phase;

d) With Team leader to Assist DGH, as required in supervision of construction and monitoring of the construction progress and quality.

e) With Team Leader to Assist Bintek in reviewing any major design changes proposed by Field Supervision Teams, provide satisfactory technical justification for major Contract Change Order and Addenda and to assist in gaining the concurrence of the loan agency for the use of any additional budget required.

f) Co-ordinate the work of Field team to ensure that all detailed field engineering for the purpose of defining the location and extent and quality of those work items which are only partially specified in the Contract Documents.
Pavement Material Engineer (PME)

He/she will be a Senior Engineer with a College or University degree in his/her field with 12 years relevant experience covering highway/bridge engineering especially or relevant for supervision in similar countries and conditions within Indonesia. He/she will have extensive knowledge of pavement materials for Road/bridge in various different locations in Indonesia. His duties will include, but not be limited to the following:

a) Evaluate by survey and analysis the quarry materials to the relevant road and bridge works;
b) Inspect works and check materials including testing of materials in accordance with DGH requirements and quality control for performance the quarry material for each sub project;
c) Checked and Evaluation quarry material and the Job Mix Formula for Asphalt Pavement, Aggregate Base and Structural Concrete.
d) During the supervision stage the pavement material engineers will be responsible for ensuring that the field teams are aware of any special constructions requirements;
e) Responsibility for organizing the field investigations and laboratory testing for both road works and bridge and for supplying soils and materials design criteria to both the pavement material engineers;
f) Responsible for construction materials problems, and will be under the direction/guidance of the Team leader;

Quality Assurance Engineer (QAE)

He/she will be a Senior Engineer with a College or University degree in his/her field with 12 years of relevant experience covering highway/bridge engineering especially for QA supervision in similar countries and conditions within Indonesia. He/she will extensive knowledge of quality assurance for Road/bridge project in various different locations in Indonesia. His duties will include, but not be limited to the following:

a) Preparation the procedure and guide of works to the relevant road and bridge project.
b) Provide an economic and effective framework to meet the requirements of quality standards and system management.
c) Checked and Monitor the application of the Quality Assurance System on a project site.
d) Enhance reputation and quality standard by placing an emphasis on the prevention of problems and non-conformities rather than detection after their occurrence.
e) Checked and Evaluation of Works Procedure by Contractor in site.
f) Checked the Result of Quality Control Report by Field Team Consultants.

Highway Engineer (HE)

This appointee will reside in Jakarta but will travel to the various job sites occasionally as required for the efficient execution of his duties. He/she should be a Senior Highway Engineer with a qualification in Civil Engineering (S1) having of 12 years appropriate experience on similar design and supervision construction work covering highway engineering. Appropriate experience will include highway engineering, highway material and roads maintenance. They must be thoroughly familiar with DGH’s design standards. His/her duties will include, but not be limited to the following:

a) Responsible for assisting DGH throughout the implementation of the project, and with evaluation of all design review, major Change Order proposals and Addenda, which are referred to Central DGH for approval;
b) Provide the Field Supervision Teams with analytical back up for design;
c) Assist DGH’s Technical Affairs Office Engineers as required with the review of major design changes or technical specification change proposed by the Field Teams for approval;
d) Assist the Team Leader and DGH Addendum Contract Document interpretation and understanding;
e) Assist DGH in evaluating any proposals for time extension and cost claims from the contractor;
f) Assist and advise Central DGH in checking and approval of addendum to the Contract.

Environmental Specialist (ES)

He/she will be an Environmental Specialist graduated from college or university with 10 years experience in Environmental Management Planning and Infrastructure Projects in developing tropical countries such as Indonesia. He will co-ordinate and supervise the implementation of the standard mitigation measures set out in the IEE for the road works under construction.

a) Review the contractor’s Environmental Management Plan (EMP) to ensure that it meets all project objectives with respect to Environmental and Social issues;
b) Monitoring the environmental controls, impacts and prepare a checklist of compliance for each contract package during construction. The details of the checklist will be agreed before hand with DGH. Comprehensive environmental study to assist DGH in setting up environmental conservation strategy/methods in the future;
c) Monitoring of the present environmental condition which shall include, among other, the following points:
   • Water Pollution
   • Air Pollution
   • Noise and Vibration
   • Others
d) Monitoring of the environmental conditions and/or supervision of the monitoring during and after construction, which shall include among others, the following items of survey:
   • Water Pollution
   • Air Pollution
   • Noise and Vibration
   • Others
e) Monitoring of UKL/UPL requirements. Monitoring the compliance of the Project with conditions stated in the UKL/UPL, and make necessary recommendations on environmental mitigation measure to DGH and Contractor’s of the Project;
f) Foster the use of environmental safeguards at all stages of the works;
g) To monitor the environmental and social impacts using the checklists which prepared by Core Team;

3.3 Support DGH Activities

The DSC will support DGH in their functions in relation to implementation and management of RRDP, as outlined below:
(i) preparing and maintaining a detailed project implementation schedule for civil works including key activities to be undertaken and key milestones to be achieved in accordance with the Loan Agreement;
(ii) Ensuring that designs for the second year and third year work programmes meet prescribed standards of quality, in due time to meet the implementation schedule, and are accompanied by complete design reports;

(iii) Ensuring that procurement of works uses standard documents and follows World ADB guidelines, particularly in respect of qualification of contractors (post qualification) and bid evaluation;

(iv) Ensuring that supervision of road work programmes are carried out in accordance with the specifications, contract documents and appropriate plans for management of the works;

(v) Ensuring that data are provided for the uniform project management and accounting system for preparation, consolidation and auditing of project accounts by the PMU;

(vi) Monitoring and reporting progress of all sub-projects using the SIPP or such other systems as adopted by the PMU;

(vii) Taking action when physical or financial progress towards project outputs deviates from the agreed targets and limits;

(viii) Report to PMU on management of the project and provision of specialist advice as necessary; and

(ix) Reporting to the Steering Committee as required on any problems that may arise during the execution of the construction contracts; and

(x) Ensuring that all social and environmental safeguards are properly implemented at all stages of the construction contracts.

3.4 Monitor and Evaluate Pre-Contract Activities

The DSC will carry out the following activities:

(i) Monitor the procedures and documentation being used for procurement of each package compared with the requirements in the Project Management Manual;

(ii) Monitor progress in pre-contract activities and assist government staff in evaluations if requested;

(iii) Monitor whether any land acquisition is outstanding before a contract for a sub-project is signed with the contractor;

(iv) Prepare a report on the qualification and tender process for each package, including comments on the availability of information and the efficiency, quality and transparency of implementation of procedures, the land acquisition status at the time of tendering, as well as any recommendations for improvement

3.5 Supervision of all Civil Works

3.5.1 Construction Supervision

The DSC will provide construction supervision of all civil works contract packages for all Tranche 1. The services involve cost and time control and direct day-to-day supervision of the Civil Works including guidance to the contractor in performing works construction in accordance with the engineering design and technical specifications. The responsibility for the works quality remains with the contractor. The objectives of the supervision are to assist the DPUP in administering the Contract Documents in accordance with quality and quantity control procedures and guidelines of DGH, to pay fairly for work done, maximise quality and control the environmental impact of road and bridge construction.

The Consultants will provide Field Supervision Teams at designated locations for time periods to suit the works to be implemented under Tranche 1 of the project. Works to be supervised will comprise National inter-urban and National urban, including bridge works. Field Supervision
Teams will typically include a Site Engineer, Quality Engineer and Chief Inspector / Quantity Engineer. Other specialist inputs will be provided by the Consultant as required.

The DSC will be responsible for the construction supervision of each sub-project during its construction. Whilst the PIP gives indicative construction periods for each sub-project, these will be finalised during negotiations with the individual sub-project contractor. The DSC will, therefore, be bound to provide construction supervisory services, by these contractual completion dates. However, during construction, should these contract implementation dates be extended (not resulting from neglect by the DSC) then the DSC will be required to extend their supervisory services for the extended period of construction. The DSC will receive additional payment for these extended services, as an Addendum to their contract with GOI.

In addition, it is expected that the DSC will only be paid for those days when works are taking place. If any sub-project has a ‘downtime’ then the DSC will not be paid during that period. However, he is not expected to demobilise the supervisory team without express permission of the client. The DSC must make allowance for this in their financial bid. It should also be pointed out that the DSC will be paid for ‘overtime’ (i.e. more than 40 hours per week) if his supervisory duties require this.

3.5.2 Environmental and Social; Management and Monitoring
The DSC will be responsible for ensuring that the provisions of the EMP, in addition to the provisions of the Specifications and Contracts, are fully observed by contractors during works implementation. To this end, the Site Engineer will carry out these requirements with assistance as required from the Environmental Specialists from the CTC.

Specific tasks of the DSC will include:

(i) Take active steps to advise DPU on actions required to implement the Environmental and Social Action Management Plan, including the Land Acquisition and Resettlement Policy Framework;

(ii) Make every effort to ensure that the construction supervision staff follow the SOPs (Standard Operating Procedures) and other recommended environmental procedures and apply mitigating measures as contained in the EMP;

(iii) Assist the CTC to prepare for and manage, or carry out, the implementation of any site specific environmental studies that may be required, under the direction of DGH Sub Dit Lingkungan;

(iv) Initiate and conduct regular meetings, site visits and consultations with the relevant Bapedalda and other related institutions and stakeholders, in accordance with the ESAMP; and

(v) Ensure proper and timely reporting (to the CTC) of all environmental management and monitoring activities required by the ESAMP, with copies of environmental monitoring reports for all sub-projects regularly provided to the relevant Bapedalda to support their involvement in the project

3.5.3 Responsibilities of the Site Supervision Team
It is the responsibility of the Site Engineer leading each supervision team to:

(i) Carry out continuous supervision of the construction of the works involving regular inspection of works being performed and providing written instructions to the Contractor to clarify the exact work requirements;

(ii) Ensure that the Contractor correctly interprets the contract documents, carries out his work in strict compliance with the specifications and drawings, and applies construction techniques which are appropriate to the pertaining site conditions for the various work activities;
(iii) Certify acceptance or rejection of work and materials and inform the Project Manager when such decisions have been made;

(iv) Plot the Contractor's daily work progress on the approved Progress Schedule;

(v) Closely monitor the progress of all works and reports in good time to both PMU and the Project Manager of the work contract concerned when the contract is falling in excess of 10% behind schedule and when timely completion is seriously endangered. Make appropriate recommendations in writing as to how to make up for lost time in such cases;

(vi) Carefully monitor all quality and quantity measurements submitted by the Quality Engineer and the Quantity Engineer / Chief Inspector, and be personally involved in the measurement of final quantities of each completed segment of work;

(vii) Check the Monthly Payment Certificates which are prepared by the Contractor and provide certification to the “Engineer”, with a copy to the DSC Team Leader, regarding the quality of completed works;

(viii) Furnish full details, including appropriate sketches and necessary calculations, to justify all proposed changes in the works (Change Orders);

(ix) Check the as-built drawings (Final Record Documents) prepared by the contractors, and supervise revisions as required before Preliminary Handover (PHO);

(x) Maintain files of project correspondence, weekly reports, progress charts, measurements, etc.

(xi) Maintain a regular photographic record of works progress;

(xii) Prepare reports on the physical and financial progress of the project under his jurisdiction and submit these reports to PMU;

(xiii) Monitor all works and activities of the Contractor for compliance with environmental and social safeguards during implementation

3.5.4 Responsibilities for ensuring Quality Engineering

The responsibility of the Quality Engineer on each supervision team will include, but not be limited to, the following:

- Supervise the works and keep the Contractor aware of all the quality provisions of the Contract and Specifications, both in respect of quality of materials and of finished works
- Supervise the Contractor's conduct of testing and keep a record of every test and result
- Arrange periodic independent testing of works or materials to assess the adequacy and reliability of the Contractor's test results, or the finished quality of works, in order to evaluate the Contractor's compliance with specifications. Samples to be sent to an independent laboratory for testing.

The detailed tasks required for Works Supervision will include:

(i) Provide close supervision of the setting-up, organisation and lay out of the Contractor's field laboratory and monitoring of the mobilisation of the testing equipment and report, well in advance of the start of construction, whether the laboratory is adequately equipped and capable of performing all the specified testing requirements for the Contract and whether the equipment has been calibrated and certified correct by a competent authority;

(ii) Provide close supervision of the setting up of the Contractor's equipment, including stone crusher and Asphalt Mixing Plant, to observe whether the specified requirements for such equipment are fully met;

(iii) Provide daily supervision of all testing work carried out by the Contractor for the purpose of materials or workmanship, quality control, recording in the log book those tests actually witnessed, and immediately notify the Site Engineer in writing of any deficiencies in the testing procedures used (number, type and frequency);
(iv) Based on daily supervision of the Contractor’s working procedures and test results, immediately inform the Contractor if the work is being carried out to a standard below that specified or with materials below the specified quality, and notify the Site Engineer in writing of any instruction given, together with the Contractor’s compliance;

(v) Analyse all quality control test data, including earthworks, drainage structures, shoulders, sub-base, base and also the Contractor’s proposed mix recipes for asphalt and concrete, and formulate and submit to the Site Engineer written recommendations regarding the approval or rejection of materials, workmanship and job mix formulae;

(vi) Supervise all quality control test work including pavement test coring carried out by the Contractor, to ensure that the number of cores taken is not less than the specified minimum requirement and is sufficient to enable a meaningful statistical evaluation of the overlay thickness achieved;

(vii) Ensure full compliance with all Environmental and Social Mitigation requirements;

(viii) Check all materials delivered to the site to ensure that they are accompanied by evidence from the Contractor that they conform to the specification;

(ix) Submit to the Site Engineer before the 5th day of each month a monthly summary of all quality control test results, pavement core thicknesses, and any Benkelman Beam deflection and Dynamic Core Penetrometer data obtained during the previous month, for transmittal by the Site Engineer to the DSC Team Leader and to the “Engineer”. The report will contain all the detailed laboratory and field measurements as well as summaries;

(x) Make every effort to ensure that the Contractor’s site Laboratory Technicians are fully conversant with the specified methods of testing, including those for concrete and asphalt mix design and trial mix testing, and that the standard laboratory forms are used for recording results and calculations;

(xi) Provide assistance to visiting staff from DGH or their consultants in their works of collecting quality control, asphalt production and pavement performance data and with their on-site training of the site laboratory personnel in appropriate technology and the associated testing methodology;

In the event that the work is being carried out to a standard below that specified or with materials below the specified quality, and the Contractor either refuses, or fails within a reasonable time, to make good the defective work, the Quality Engineer shall notify the Site Engineer, the Project Manager, and the DSC Team Leader in writing.

3.5.5 Responsibilities for Site Inspection and Quantity Engineering
It is the responsibility of the Chief Inspector / Quantity Engineer on each supervision team to:

(i) Reside close to the contract package he is nominated to supervise;

(ii) Carefully study the Project Drawings and specification before the start of work;

(iii) Travel up and down the works in progress that he is inspecting on a daily basis;

(iv) Plot the Contractor’s daily work progress on the approved Progress Schedule;

(v) At all times follow the technical guidance and seek the advice of the Site Engineer with regard to the execution of his duties;

(vi) Prepare detailed and quantified recommendation for any proposed Contract Variation, which involve major/minor changes in the designs or in the specifications.

(vii) Prepare detailed and quantified recommendations for any additional designs, which are required during the course of construction.
(viii) Continuously supervise in person, and record and check, all measurements, quantity calculations and payment certificates to ensure that the Contractor is paid strictly in accordance with the provisions of the Contract Documents;  
(ix) Keep a daily summary of the construction activities, weather, deliveries of materials, the changing size and nature of the work force, equipment on site, quantities of work completed, field measurements, special events, etc., using standard report forms which are to be submitted to the Site Engineer at the end of each day's work;  
(x) Maintain files of project correspondence, weekly reports, progress charts, measurement, etc;  
(xi) Assist the Site Engineer to take final measurements of fully completed segments of work;  
(xii) Check the as-built drawings (Final Record Documents) prepared by the contractors on the basis of drawings and notes prepared by the Consultant’s staff;  
(xiii) Provide continuous on-site supervision for all day-work operations, including the preparation of daily records of the plant, manpower and materials used by the Contractor in carrying out such day-work;  
(xiv) Supervise continuously the daily activities of the Contractor including earthworks and drainage works, shoulders, sub-base, base and hot-mix plant and check all mix designs, production, quality and compaction of asphalt surfacing and Environmental compliance;  
(xv) Continually inspect all locations on the site where construction work is being performed, and immediately advise the Site Engineer of any work which is not in full compliance with the Contract Documents. All such observations are to be reported in writing to the Site Engineer on the same day that the observations are made.

3.5.6 Management of Site Teams

It is the responsibility of the Team Leader of the DSC, with the support of the Jakarta based Highway Engineers, to manage and supervise the above staff to ensure each activity is carried out properly. Where variations of the quantities are requested by the Contractor, the following information should be provided in relation to Contract variations:

(i) data on which the original as-tendered design was based;
(ii) a complete record of all new design data which is relevant to the variation;
(iii) an as-built record showing the location and detailed dimensions of all works carried out to date under the contract;
(iv) a copy of all previously approved variations and Contract Addenda;
(v) a copy of the contractor’s bid document, including all the tendered Unit Prices and detailed Unit Price Analysis;
(vi) a description of the design assumptions adopted where these differed in any way from DGH standards;
(vii) drawings clearly showing both the original design and the proposed variation;
(viii) a rescheduled list of quantities and costs, relevant to the proposed variation.

3.5.7 Monitoring of Progress

The DSC will carry out the following activities beginning with Tranche 1:
(i) Apply the financial management system in monitoring the physical and financial progress of all works;
(ii) Provide forecasts of expenditure on all contracts each three months in advance.
4 Reporting

Management Reporting
The Consultants will prepare the following reports for the PMU, with a copy to the P3JJ or PPJJP (as appropriate) as Project Officer for the services, to the DPUP and the Core Team Consultants.

Inception Reports
Within 30 days after commencement of the services, the DSC shall submit an Inception Report giving a detailed work plan, assignments for individuals of each of the supervision teams, and a description of the current status of the Annual Works Programmes.

Monthly Progress Reports
Monthly reports will be submitted within 10 days from the end of each month. The reports will include an overall summary of progress, cover activities and reports produced during the month, include a photographic record of the monthly progress and highlight any recommendations for actions to be taken by the various parties. The report will also fully cover resource schedules, used and planned, of the DSC team.

Monthly Project Reports (Site Engineer)
A Monthly Project Report is to be submitted for each contract package of works, within 10 days after the end of each month. The report will include a description of resources mobilised and work done on each pay item during the month, physical and financial progress on each pay item, photographic records, a summary of quality control testing done by the Contractor and all quality assurance testing done by the DSC, comparing the two sets of results.

The report shall highlight when a contract is falling in excess of 10% behind schedule and when timely completion is endangered, with appropriate remedies recommended. The report is to be submitted to the PMU, with copies to the DSC Team Leader and CTC.

Final Report
A Final Report is to be submitted, in draft form, one month before the completion of Consultant services, summarising the method of construction, the construction supervision performed, recommendations on future maintenance requirements, all technical matters arising during the construction of the road works, potential problems on the newly constructed works which may be expected, and giving suggestions, if any, for various needed improvements in future projects of similar nature undertaken by Directorate General of Regional Infrastructure and Director General of Urban and Rural Development. The Final Report shall also include a copy of all “As Built Drawings”. The Final Report shall be submitted at the completion of services, including any comments received on the draft final report.

All Reports and data collected or produced during the project, and all programs and other materials developed, prepared or obtained during the project, will be the property of GoI, and are to be provided as requested, and handed over at the end of the Project, to the Project Manager. Please note that the standard office software used by the Ministries is WORD, EXCEL, and other MS Office components. All computer work undertaken within the PMU will be in this or such other standard formats as may from time to time be determined, and all materials produced will use such formats as the basis for monitoring progress of the project.
5 Staffing

5.1 Time Schedule

The consulting services covered by these Terms of Reference cover the 25 month period commencing 2010 and continuing up to the fourth year of the project Loan. However, site supervision staff should only be engaged for the period of works.

5.2 Location of Services

The services and all staff will be based in Surabaya except for field staff on supervision of works who will be based near the construction site being supervised.

5.3 Suggested Staffing

Key personnel on the staff shall be national experts. The skills considered to be required to undertake the services are listed below. The Consultant is free to suggest modifications to this staffing and should define their inputs following their reading of these TOR and discussion with DGH. Further the Consultant is free to suggest combining roles where staff with appropriate experience are offered and their time can be managed to provide the necessary input at the appropriate times. During the course of the assignment should the need arise for different skills, or for shorter or longer inputs of the identified skills, the Consultant will be expected to make changes to the staffing at the request of the Project Manager. The Consultant is advised to take into account the physical demands of the task when proposing staff.

The consultant’s team shall consist of the following experts, in addition to sub-professional staff and support staff:

(i) Team Leader should have at least 15 years of relevant experience in the areas of highway design, planning, construction supervision and/or project management and a relevant university degree. At least 5 years experience in developing countries is essential, with experience in Indonesia desirable.

(ii) Co-Team Leader (1 person for 24 months) should have at least 15 years of relevant experience in the areas of highway planning, construction supervision and/or project management, and a relevant university degree. Familiarity with the management of donor funded projects is essential.

(iii) Chief Highway Design Engineer (1 person for 4 months) should have at least 12 years experience in design and supervision of construction of highways, and a relevant university degree. At least 12 years experience, with 5 in developing countries, in design of National or Provincial highways and a relevant college or university degree.

(iv) Chief Supervision Engineer (1 persons for 20 months) should have at least 12 years experience, with at least 5 years in developing countries, in supervision and review design of construction roads and bridges, and a relevant university degree.

(v) Highway Design Engineer (2 persons for 4 months) as Design Team Co Leader should have at least 10 years experience in design of National or Provincial highways in Indonesia, and a relevant college or university degree.

(vi) Senior Supervision Engineer (1 person for 24 months and 1 person for 18 months) should have at least 10 years experience in supervision and review design of construction roads and bridges, in Indonesia, and a relevant college or university degree.
(vii) Bridge Engineer (1 person for 6 months and 1 person for 18 months) should have at least 12 years experience in design and supervision of construction of bridges in Indonesia, and a relevant college or university degree.

(viii) Senior Traffic Engineer (1 person 2 months) should have at least 12 years experience in traffic engineering, with at least 5 years in developing countries. Should have a relevant university degree.

(ix) Traffic Engineer (2 person for 6 months) should have at least 12 years experience in traffic engineering and junction design on National or Provincial highways in Indonesia, and a relevant college or university degree.

(x) Quality Assurance Engineer (1 person for 24 months and 1 person for 18 months) should have at least 12 years experience in construction projects related to quality assurance. Must be familiar with ADB quality assurance procedures. A relevant university or college degree is also required.

(xi) Geotechnical Engineer (1 person for 3 months) should have at least 10 years experience in geotechnical engineering on National or Provincial highways in Indonesia, and a relevant college or university degree.

(xii) Geodetic Engineer (2 persons for 3 months) should have at least 10 years experience in topographical surveying in Indonesia, and a relevant college or university degree.

(xiii) Drainage Engineer (1 person for 4 months) should have at least 10 years experience in drainage engineering and hydrology for major highways in Indonesia, and a relevant college or university degree.

(xiv) Cost & Quantity Engineer (2 persons for 6 months) should have at least 10 years experience in estimating costs for major highways in Indonesia, and a relevant college or university degree.

(xv) Pavement & Material Engineer (1 person for 24 months & 1 person for 18 month) should have at least 12 years experience in pavement design on National or Provincial highways in Indonesia, and a relevant college or university degree.

(xvi) Environmental Specialist (1 person for 24 months) should have at least 12 years experience in environmental studies and monitoring of road works in Indonesia, and a relevant college or university degree.

(xvii) Data/Financial Management Specialist (1 person for 24 months), 10 years experience on financial management or monitoring systems, in engineering, finance or information systems and a relevant college or university degree.

(xviii) Management Information Specialist (1 person for 4 month), should have at least 10 years experience in a programmer or software information, software install and design system program and relevant college or university.

(xix) Programmer/Data Base Specialist (1 person for 24 month), should have at least 10 years experience in a programmer or software information, and relevant college or university.

(xx) Highway Engineer with site supervision team (1 person for 18 months). Should have 10 years experience in a similar role on National and Provincial roads in Indonesia. A relevant college or university degree is required.

6.0 Facilities to be provided for the Project

6.1 The use of Provisional Sums

To help ensure that comparable bids are received from all bidders, and to provide for financial competition among bidders that is not based on different assumptions for fixed costs of items required for the provision of the services, a number of major cost items are to be specified as
Provisional Sums for the purposes of bidding. In this respect, all consultants are required to include these Provisional Sums in the Financial Proposal for the Services.

During Contract Negotiations, the quantities and costs of these Provisional Items will be reviewed and revised estimates will be included in the Contract. The Consultant will be required to pre-finance these items and should include in the Financial Proposal appropriate provision for the costs of such pre-financing.

6.2 Facilities to be provided for the Employer

The following facilities and provisional sums should be provided for in the Consultant’s cost estimate. Provisional sums are to be included in a separate section in the financial proposal. The use of all provisional sums is subject to the written approval of the PMU and the Project Manager for the DSC services.

(i) Purchase of 7 vehicles for operational use of DSC at a Provisional Sum of Rp. 1.330 million (7 x Rp 190 m) and Provisional Sum for running costs of Rp 1.134 million (7 x 3 x 54 mm).

(ii) Provide 316 square metres of Office Space within DSC Office for the exclusive use of the PMU, including furnishing and operational at a Provisional Sum of Rp 1.171 billion, within 5 kilometres of DPU central office in Jalan Pattimura.

(iii) Provide 60 square metres (floor space) Storage Facility suitable for storing and archiving documents for the duration of the project, within 5 kilometres of DPU central office in Jalan Pattimura; at a Provisional Sum of Rp 108 million.

(iv) Site Investigation Costs

- To enable site investigations for detailed engineering design to be carried out, a provisional sum of Rp 580 million should be allowed.

(v) Duty Travel

- Duty Travel and Out of Station Allowance; a Provisional Sum of Rp 2080 million is to be included to cover the cost of local air and land travel for the duration of the Services;

(vi) Workshops

- Provide Training Courses or Workshops to support dissemination, operation and training, at a Provisional Sum of Rp 392 million.

6.3 Facilities to be provided by the consultant

The following facilities should be provided for in the Consultant’s cost estimate:

(i) Office rental in the vicinity of DGH’s office

(ii) Office supplies, office equipment and furniture for the Consultant.

(iii) Vehicles and travel for the Consultant’s staff.

7.0 Facilities to be provided by the Employer

The Employer will provide the DSC with contract documents, designs and drawings for all works in Tranche 1; together with all data, reports and relevant information needed to support the services as promptly as possible upon request.
Annex 4: Road Safety Support
Outline Terms of Reference

1 Introduction

Road Safety: Road crash kills more than 18,000 Indonesians each year. The economical lost is enormous, nearly 2.5 percent of Indonesian Gross Domestic Production. Although the current study from DGH has shown that the main factor of crashes is human (80.13%), road infrastructure and its environment contributes to the number of crashes and the fatality rate. In order to create safer road, road safety engineering approach was employed in DGH. Road Safety Engineering (RSE) is the modification of the physical road environment, using proven processes and techniques that endeavors to reduce risk for all road users. Engineers can improve safety by doing an early stage of Road Safety Audit and making low cost improvements at Black spots (Black spot is a place where road traffic crashes have historically been concentrated). Through sets of road safety audit, the safety considerations will be integrated into the road infrastructure.

Since 2008 DGH has established the road safety engineering system and procedures. With the support from IndII – funded by AusAID, a small Road Safety Engineering Unit was set up within the DGH. Its main role is to continually promote RSE and provide support for the RSE. Some road safety manuals and standards are also being prepared by the RSEU.

Lack of understanding of RSE especially in local areas, is becoming a hindrance to the effort of promoting safer roads. Since 2008, a few RSE awareness workshops have been held in Sumatera and Java. These involved 80 participants from DGH staffs and consultants attached to the local DGH unit. The workshops post-report indicated that there is a strong desire to hold advance workshops to DGH staffs in those areas. Therefore, this activity will support DGH in strengthening the capacity of its engineers in the area of road safety engineering.

2 Objective

The objective of the Road Safety Support component is to increase the awareness of road safety among the stakeholders within DGH through a number of workshops, and also to strengthen the capability of the Road Safety Engineering Unit (RSEU) within DGH by supporting the Road Safety Audits.

3 Scope of the services

For Road Safety Support, activities will:

(i) increase the awareness of Indonesian road engineers through number of workshops (including implementation of on-site training).

(ii) build the capacity and skills of DGH personnel by conducting road safety audits (RSA) in all tranche 1 RRDP design road projects, and

(iii) preparation of training materials, including animated presentations, booklets, copies of manuals, miniature model of road furniture, etc.

For the implementation of 5 workshops, they will be located in provincial capital of DKI Jakarta, West Kalimantan, East Kalimantan, East Java and Central Java Province and target participants of 350 people total comprising of DGH, Balai, P2JJ, Pembangunan, Preservasi, PPK.
quality venues with acceptable facilities for trainings of up to two days training duration including site visit to project-site (learning by doing). Full accommodation and lump sum for participants will be provided, and include up to three DGH road safety experts as presenters.

Road safety audits will be undertaken on all 11 tranche-1 RRDP projects, with a focus on the construction stage audit. Conduct the RSA will be using methodology approved by DGH and will prepare reports in a format agreed by the RSEU. Each report will be presented for review to the Project Management Unit for RRDP (which has overall responsibility for the implementation of the program.

Prepare Training materials will comprise of (i) well-animated presentation with video footages for examples, (ii) small handbook/ guide, booklets, including preparation of copies of manuals and handbook for target person of 200 people, and (iii) preparation of miniature model of road and traffic, road environments and road furniture including road signs, temporary road signs within scale for training purpose.

4 Implementation Arrangements

For road safety support, the final scheduling arrangements will be negotiated between the PPK Pembinaan Manajemen Teknik Lingkungan Jalan dan Jembatan and the consultants appointed, the activity is currently scheduled to begin in 2012 and be completed within 12 months. It is estimated that the RSC will provide a total of 12 months of international services on an intermittent basis over a period of 4 years. National experts will provide a total of 60 months of services.

5 Staffing

The road safety support team will comprise skilled national consultants and support staff as indicated below:

<table>
<thead>
<tr>
<th>National Consultants</th>
<th>Support Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team leader / highway engineer (1)</td>
<td>Support to TL/ highway engineer (1)</td>
</tr>
<tr>
<td>Estimated input of 12 man-month</td>
<td>Estimated input of 12 man-month</td>
</tr>
<tr>
<td>Highway engineer (1)</td>
<td>Support to highway engineer (1)</td>
</tr>
<tr>
<td>Estimated input of 8 man-month</td>
<td>Estimated input of 6 man-month</td>
</tr>
<tr>
<td>Traffic engineer (1)</td>
<td>Support to traffic engineer (1)</td>
</tr>
<tr>
<td>Estimated input of 8 man-month</td>
<td>Estimated input of 6 man-month</td>
</tr>
<tr>
<td>Training specialist (1)</td>
<td>Support to training specialist (1)</td>
</tr>
<tr>
<td>Estimated input of 4 man-month</td>
<td>Estimated input of 4 man-month</td>
</tr>
</tbody>
</table>
Annex 5: Institutional Development for Road Network Management
Outline Terms of Reference

1 Introduction

One of the functions of the Directorate General of Highway (the DGH) is to manage technical and evaluation assistance, which includes the institutional and human resource development in the context of road network management. Within the Directorate General of Highway, Personnel and Organization Division, one of the units under the Secretary of Directorate General, has been responsible for implementation of this function of the DGH. The function of the consulting services described in these terms of reference is to provide technical assistance to give support towards the effective and efficient fulfillment of the Personnel and Organization Division’s functions that is in managing the institutional and human resource development. The Consultant is also expected to assist in the transfer of knowledge to the DGH officials.

The primary function of the consulting services outlined in these is to provide technical assistance in the development and delivery of training in road and bridge construction and maintenance. With recent decentralization initiatives provinces have had to assume additional responsibilities for the maintenance and rehabilitation of roads and bridges. Road sector staff working in provincial PU Local offices is, however, limited and they currently lack the capacity to deliver quality maintenance services. Provincial road sector staff needed, for example, to improve their ability to draw up ADB Loan contract documents according to new regulations. Given the limited resources made available for road maintenance activities, financial planning and control include Loan Disbursement also taken on added importance and are addressed in this TOR. There is, therefore, an urgent need to improve the capacity of road sector staff.

2 Objective

The objective of the Capacity Development component is to strengthen the capacity of road sector staff working in Balai Besar/ Balai Pelaksanaan Jalan Nasional and provincial PU Offices, to address road and bridge construction and maintenance issues and deliver enhanced road maintenance services.

3 Scope of the services

Part A (Training Preparation) including:

The Consultant will develop/revised 5 (five) courses. Suggested courses to be developed are:

(i) Procurement of Contractors and Consultants for ADB Loan
(ii) Climate change
(iii) Road Asset Management
(iv) Road funds
(v) Road Safety Audit

The final selection of courses will need to take into account the on-going training project and the stakeholders requirements. All courses to be developed will use the CBT approach for course development. The Consultant is also expected to conducted a Dacum Forum to determine Curriculum/ design, establish participant prerequisites, determine the exact course title, develop the course materials in modular format, conduct Training review Panel (TRP) workshops. The Consultant will also be responsible for the implementation of these courses/ modules.
The Consultant will prepare and be fully responsible for conducting a series of Training of Trainers (TOT) courses for future instructors from the Government officials. These instructors will later teach the courses developed under these consultancy services. The instructors will be selected by the Consultant and DGH to teach course based on their capability in CBT methods. The Consultant should ensure that the future instructors are thoroughly familiar with the contents of all training materials and are competent in the subjects that they will be expected to teach.

It is planned that two TOT courses will be held in Jakarta with 30 participants (12) twelve days at each Course (total 60 trainers).

**Part B (Training Implementation / Training Delivery)**

The training delivery activities are summarized as follows:

- Implementing the 5 (five) courses that have been developed/ revised as part of this contract:
  1. Procurement of Contractors and Consultants for ADB Loan
  2. Climate change
  3. Road Asset Management
  4. Road funds
  5. Road Safety Audit

- Implementing the 7 (seven) courses during Project:
  1. Construction Contract Law ADB Loan (5 days)
  2. Bridge Inspection and Rehabilitation (5 days)
  3. Road Pavement Design (5 days)
  4. Supervision of Bridge Construction (5 days)
  5. Supervision Of Road Construction (5 days)
  6. Road & Bridge Maintenance (5 days)
  7. Financially management and control road maintenance activities (budgeting, contract disbursements, etc) (5 days)

- Training in other country for Comparative study related to Road and Bridge Construction. In order to improve the participants capability related to the Road and Bridge Construction, and also compare the technology that used in the construction, DGH will send 10 participants to follow training in other country started from planning, programming, budgeting, until implementation. The duration for the training itself is 14 (fourteen) days. The Consultant team should provide the training facilities, such as transportation, accommodation, and also the training provider.

**Part C: Other Activities**

The following activities will be undertaken by the Consultant to support the tasks described in Part A and B above:

- The training program will be supported by Training Management Information System (TMIS) which maintains data from Monitoring, Evaluation and Feedback (MEF) on all Training Deliveries;

- The Consultant will carry out a Training Impact Analysis by reviewing the data from the participants that had been trained under DGH. The Consultant will also visit the Provinces in order to collect data by distributing questionnaire that describing the carrier of personnel after training. Evaluation procedure is conducted by using data available with statistical approach.
4 Implementation Arrangements

For capacity development, in order to implement the courses more efficiently, it is envisaged that the Training Delivery (TD) will consist of 12 (twelve) course events. A course implementation meeting should be held at each location prior to course delivery to facilitate coordination among Instructors, the local coordination committee, consultant and project personnel.

1. Procurement of Contractors and Consultants for ADB Loan will be delivered in Pontianak (West Kalimantan), Bandung (West Java)
2. Climate change will be delivered in Surabaya (East Java)
3. Road Asset Management will be delivered in Bandung (West Java), Yogyakarta (DIY)
4. Road funds will be delivered in Semarang (Central Java)
5. Road Safety Audit will be delivered in Semarang (Central Java), Pontianak (West Kalimantan)
6. Construction Contract Law ADB Loan will be delivered in Yogyakarta (DIY), Palangkaraya (Central Kalimantan)
7. Bridge Inspection and Rehabilitation will be delivered in Surabaya (East Java), Banjarmasin (South Kalimantan)
8. Road Pavement Design will be delivered in Surabaya (East Java), Banjarmasin (South Kalimantan)
9. Supervision of Bridge Construction will be delivered in Palangkaraya (Central Kalimantan)
10. Supervision Of Road Construction will be delivered in Samarinda (East Kalimantan)
11. Road & Bridge Maintenance will be delivered in Bandung (West Java), Banjarmasin (South Kalimantan)
12. Financial Management and Control will be delivered in Semarang (Central Java), Samarinda (East Kalimantan)

5 Staffing

The capacity development team shall consist of domestic (national) experts in the fields of training and engineering. The input will include 121 man-month for specialist and technicians for various assignments. All experts shall be proficient in both written and spoken English, the background, experience of professional and sub professional staff required to carry out this program are as follows:

- Professional
  - Team Leader, also as training Specialist is required for 15 man-month to carry out the overall works.
  - Highway Engineering Specialist required for 6 man-month
  - Bridge Engineering Specialist is required for 6 man-month
  - Road Asset Management Specialist is required for 6 man-month
  - Environment Specialist is required for 6 man-month
  - Financial Management Specialist is required for 6 man-month for developing the new DGH modules related to highway engineering subject matter
  - Procurement Specialist is required for 6 man-months for developing the new DGH module related to Procurement matter
Regional Training Delivery Specialist 1 is required for 8 (eight) man-months to carry out the training in Java region
Evaluation Specialist is required for 9 man-months

- Sub-professional
  - Bridge Engineering Technician is required for 6 man-months to support the Subject Matter Specialist (Bridge Engineering Specialist)
  - Highway Engineering Technician is required for 6 man-months to support the Highway Engineering Specialist
  - The Procurement Technician is required for 6 man-months to support The Procurement Specialist
  - Environment Technician is required for 6 man-months to support The Environment Specialist
  - Regional Training Delivery Technician is required for 8 man-months to mainly support the Regional Training Delivery Specialist 1
  - Evaluation Technician is required for 9 man-months to mainly support the Evaluation Specialist
Annex 6: Road Safety Awareness Campaign and Training
Outline Terms of Reference

1 Introduction

Road accidents are a huge economic and health problem facing Indonesia. Each year data recorded by National Police showed that over 10,000 of people are killed and there may be similar figure injured or crippled. Many of these persons will be disabled for the rest of their lives in some cases perpetuating poverty for their families. This costs Indonesia for around Rp. 30,82 Trillion (US$ 3.5 billions) through property damage, medical costs and lost productivity. It is not impossible to reduce the number of casualties, if only people realize that awareness worth life.

Road accidents also have a very serious economic impact to society. Fatality and injury due to accident incur medical, property damage, administrative costs and loss of output. For the year 2002 the cost of road accident based on deaths and injuries recorded in the Insurance statistics were 5.64 trillion Rp. (approx 663 million US$) or about 0.34% of the GDP. However these data are known to be under reported. Based on the calculation on deaths reported in hospital records and estimated injuries, the actual losses due to road accident are at least 30.82 trillion Rp (approx. US$3.5 billion) or about 2.17% of the GDP. These are the recurring annual loss which will continue or even increase year after year unless appropriate and urgent action is taken.

The emerging issues of road safety nowadays is the discrepancy between roads development and the high rise of vehicle growth. This condition could lead the road accident risks higher. Data shown that the highest rate is motorcycle with more than 13% growth per annum. More than 65% of fatal accidents were involving motorcycle and causing majority of productive age (16 – 40 years old) lost their life with education background of high school.

Therefore, it is essential to implement a comprehensive and effective road safety campaign program for increasing the safety awareness of roadside community and to reduce the risk and severity of road accidents on roads rehabilitated under RRDP especially for the most vulnerable road user (pedestrian and children). This safety awareness is required since the existing roads will be rehabilitated and upgraded will increase the exposure to traffic, through a campaign making effective use of available media and involving briefings at school and others community forums.

In order to increase the safety of the new roads and make new road safer, it is necessary to obtain adequate, qualified and capable human resource for handling road safety and overloading issues. Regarding the length of the national roads and the availability of skilled staff, it can be said that it is very un-adequate. Therefore, DGLT proposed technical courses in the area of road safety issues and overloading control for DGLT staff and local government staff (Dinas Perhubungan Propinsi, Kabupaten and Kota) for upgrading their skill.

2 Objectives

Taking the current situation into account, the aim of this Road Safety Awareness Campaign on RRDP is as follows:

- Increase the level of roadside community safety awareness, particularly among children and other vulnerable road users or groups, through a campaign making effective use of available media and involving briefings at school and others community forums.
• Reduce the risk and severity of road accidents on roads rehabilitation under RRDP, where exposure to traffic will be expected increasing.

The objective of the capacity building for DGLT is to obtain adequate, qualified and capable human resource internationally certified for handling road safety audit and inspector.

3 Scope of Services

Scope of works of the Road Safety Awareness on RRRDP will be divided into 3 (three) steps follows:

Step 1 : Data collection

a. Review the result of Road Safety Awareness in RR2P.
b. Identify target communities newly exposed to high-speed traffic and likely to be vulnerable to increased accident risk following completion of rehabilitation of national roads under RRDP (using research data to identify vulnerable road users).
c. In conjunction with DGLT, Dinas LLAJ/Perhubungan staff and other related institutions, preparing a plan and associated materials, including effectiveness-monitoring arrangements, for raising the awareness of road safety issues among selected communities.
d. Undertaking a baseline survey of road safety awareness among the targeted vulnerable groups, as the basis for an evaluation of the effectiveness of the awareness campaign.

Step 2 Developing road safety awareness campaign

a. Conducting a short-course for Dinas LLAJ/Perhubungan staff in the managing, designing and continuing use of road safety public awareness campaigns in a capital city of each province.
b. Field practicing based on the short-course for Dinas LLAJ/Perhubungan staff by conducting a pilot project on capital city of each province.
c. Developing guidelines for managing a road safety campaign.
d. Developing a road safety community and conducting a safety’s training for trainer for its community.
e. Designing the materials for road safety campaign suited to the local conditions, making the optimum of local mass media.

Step 3 : Carrying out road safety awareness campaign

a. Producing the materials of road safety campaign.
b. Carrying out the public awareness campaign, making optimum use of public media, schools, community leaders, family groups and community meetings.
c. Undertaking a follow-up survey of the effectiveness of the campaign in raising level of community awareness, particularly among children, elderly and other vulnerable groups.

Task 4 : Capacity Building

a. Training for Trainers (TOT) abroad for 3-5 person both DGLT and local government staff in the area of Road Safety Audit.
b. Training for Trainers (TOT) abroad for 3-5 person both DGLT and local Government staff in the area of Road Safety Inspection

c. Training in-country for 350 persons in the area of road safety audit

d. Training in-country for 350 persons in the area road safety inspections.

4 Staffing

This road safety awareness work is expected to be carried out by local/domestic firm or NGO familiar with the communities and having proven experiences in social marketing techniques, carrying out surveys and delivering community-based campaigns using sensitive to local cultures. The expertise required in this work would be as follows:

<table>
<thead>
<tr>
<th>EXPERTISE</th>
<th>M</th>
<th>M</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Public Communications Specialist/Campaign Coordinator</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>2. Road Safety Specialist</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>3. Sociology Specialist</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>4. Publicity Specialist</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>5. Psychologist</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>6. Training specialist</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>7. Human Resources Development Specialist</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>8. Graphic Designer</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>9. Creative Director</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>10. Copywriter</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>11. Script writer</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>12. Photographer</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>13. Videographer</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>14. Flash animator</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>15. Product designer</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>16. Illustrator</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>156</td>
<td></td>
</tr>
</tbody>
</table>

The above required expertise will be supported by supporting staff which will be divided into 2 groups. Group 1 would be comprised group of researcher led by Research Team Coordinator. This group will responsible for the data collection at the field for targeted community groups. Group 2 would be office supporting staff.
Annex 7: Overloading and Speed Enforcement
Outline Terms of Reference

1 Introduction
Currently road toll deaths in Indonesia are very high compared to other countries in the region. Data from the Indonesia National Traffic Police (INTP) was around 18,000 fatalities in 2009. The prediction figure by the Asian Development Bank (2006) was much higher around 30,000 deaths in 2004. Study carried out by Ministry of Health (MoH) and the World Health Organization (WHO) in four provinces in Indonesia indicates that transportation accidents are the second most death caused after Tuberculosis for the age group between 5 and 44 years old (MoH and WHO, 2008). Study carried out by AusAID for EINRIP (East Indonesia National Road Improvement Project) suggested the level of fatality rate (deaths/100 million vehicle kilometer travelled) is 10 times higher in Indonesia compared to Australia and United Kingdom. There are two components of Indonesian road traffic that have a significant impact on road safety, namely, overload vehicles and vehicle speeding.

Single vehicle accidents or out of control accidents contribute 65% to the total number of accidents and 35% of them is associated with heavy goods vehicles. Furthermore, study carried out by Directorate General of Highway (DGH) on North Java Corridor in 2009 suggests that overload vehicles also caused a brake failure on the long downward gradient and resulting loss of control. Overloaded vehicles damage the road, make the road surface uneven and due to weaving of the traffic around damaged sections road safety is compromised. Excessive speed combined with uneven roads leads to high fatality rates, particularly for motorcycle drivers and passengers.

The new Traffic and Road Transportation Act No. 22 year 2009 requires the Indonesian National Traffic Police (INTP) to help protect road infrastructure by reducing dangerous behaviour on roads including vehicle overload and speeding. However, both vehicle overload and speeding require special enforcement equipment and officer capability that is not currently available within the INTP.

2 Objectives
The objectives of ECRIP are:

- To support the infrastructure development by protecting Indonesian roads from economic loss of premature road deterioration caused by overloaded vehicles;
- To improve road safety and road accident death toll caused by excessive speed above the legal speed limit;
- To provide police capability to carry out overload and speed enforcement by using appropriate equipment and strategies.

3 Scope of the Services
The three work packages proposed under the ECRIP are:

1. The Overloading Enforcement Program
2. The Speed Enforcement Program
3. The Capacity Building Program
Overloading Enforcement Program

Controlling overloaded vehicles is a crucial step to preserve road infrastructure. Weigh bridges as currently used are ineffective in controlling overloaded vehicles. Use by the INTP of portable weigh bridges will make it possible to set up spot checks in target locations to protect vulnerable roads. Furthermore, it also important that the INTP can summon owners of overloaded vehicles to court in line with the new traffic and road transportation act No. 22 year 2009.

The proposed Integrated Overload Vehicles Enforcement Study (IOVE) by INTP has two objectives: First, to equip and develop enforcement strategy to prevent overload vehicles in accordance with the new traffic and road transportation act. A strong commitment from DGLT and INTP is needed to eliminate overload vehicles practice by the haulage on Indonesian roads. Second is to provide equipment, technology and knowhow for overload enforcement.

The INTP Integrated Overload Vehicles Enforcement Study (IOVE), is a strategic program for two reasons: First, it requires equipment and knowledge to improve overloading enforcement. Second, enforcement must be seen as a deterrent which means that a level of targeted, effective random checking is needed. The outcome of the program will reduce traffic accidents such as rollover and brake or other equipment failure caused by overloaded vehicles.

The tasks will include:
- Preparing standard documents for equipment procurement including maintenance;
- Procurement of Weight-In-Motion (WIM) at toll stations and Portable Weigh Bridge (PWB) for spot checking of overloaded vehicles. The program will include commissioning and training on how best to use the equipment by suppliers representatives;
- Procure vehicles and support equipment for transport of the portable weigh scales and to allow for a full support team to manage the spot checking program.
- To train INTP officers and improve capability for overload enforcement.

Speed Enforcement Program

The new Traffic and Road Transportation act no. 22 year 2009 (TRT Act) was developed for total safety and security solutions on roads including the respective policies, planning, programming and implementation effectiveness. Within the scope of INTP duties and responsibilities, the INTP aims to comprehensively and sustainably implement the TRT Act to target zero fatalities with maximum security to satisfy regulated motto of KamSelTibCar Lantas (Security, Safety, Orderly and Smooth Flow of Traffic). INTP have also included this aspect in their blue prints. It is recognized that a safe system can only be achieved if road users travel at a safe speed. The role of DGLT is to provide the means for safe speed management by installing maximum speed signs at appropriate locations around the road network. The role of INTP is to enforce those maximum speed regulations.

Speed enforcement is one of the most difficult tasks of enforcement in Indonesia because of the two reasons: (i) normally Indonesian road do not comply with maximum speed regulations due to the absence of roadside maximum speed signs on combined with very rare enforcement of posted speed limits by the police, and (ii) eEnforcing speed require equipments and officer capability to use the equipment. Safety pursuit is also the problem by highway patrol in particular on toll roads.
Therefore and effective speed enforcement program will require technical knowledge and equipment as follows:

- Preparing standard documents for equipment procurement including maintenance;
- Procure appropriate equipment for use at roadside such as speed camera and portable speed guns and moveable equipment attached to the highway patrol vehicles and including training by the suppliers on how best to use the equipment.
- Procure necessary vehicles to allow for the installation of needed roadside signage by DGLT.
- To train INTP officers and improve capability to carry out the speed enforcement.

Capacity Building Development and Training

The INTP is currently in the process of restructuring their organization from Direktorat Lalu Lintas Polri (Indonesian National Police/Directorate of Traffic) to Korps Lalu Lintas Polri (National Traffic Police Corps). The first headed by Brigadier General (one star) and the latter headed by Inspector General (two star). Under the new organization there will be six divisions and one detachment, namely: 1). Traffic Enforcement Development and Management division (Pembinaan Penegakan Hukum Lalu Lintas); 2). Community Traffic Education (Pendidikan Masyarakat Lalu Lintas); 3). Traffic Registration and Identification Administration Division (Administrasi Registrasi dan Identifikasi); 4). Traffic Engineering Division (Rekayasa Lalu Lintas); 5). Traffic Security and Management Division (Manajemen Keamanan dan Keselamatan Lalu Lintas); 6) Traffic Information and Communication Technology Division (Teknologi Informasi dan Komunikasi Lalu Lintas); 7). Highway Patrol Detachment (Detasemen Patroli Jalan Raya). Each division will be headed by Senior Superintendent and so for detachment head.

The main ideas behind the re-organization of INTP are to improve their capacity in facing fast growing multi sector/stake holders and multi dimension traffic problems in heterogenic communities for total traffic safety and security solutions as well as in conjunction with the new Traffic and Road Transportation act no. 22 year 2009 (TRT Act).

It is proposed to have "Indonesian National Traffic Police Capacity Building Development" Technical Assistance project. The project will be started from Phase 1 – INTP Capacity Building Master Plan Development and Piloting; Phase 2 – Organizational and Human Resources Capacity Building Implementation of Traffic Police Corps. The Capacity building development should include multi ranks development programs and facilities required as well as the snowballing process.

For this technical assistant project, INTP expects that the capacity building master plan must be developed by the consultant and the piloting can be delivered through the activities related to the overload and speed enforcements programs as this is the most important to protect the road infrastructure in Indonesia and reducing road fatalities.

4 Implementation Arrangements

It is estimated that the CDC will provide a total of 15 months of international services on an intermittent basis over a period of 2 years. National experts will provide a total of 180 months of services, including trainers time.

An office and basic utilities will be provided by the PMU for CDC, with the office equipment and
other communication facilities Transport and accommodation for the CDC will also be financed under the CDC consulting services contract.

The CDP will be implemented by the EA through its PMU in Jakarta. The EA and the Core Team will provide coordination and necessary procurement support for the engagement of local consultants or other entities, equipment and any small civil works contracts under CDC.

5 Cost and Financing

Proposed Budget

<table>
<thead>
<tr>
<th>No</th>
<th>Technical Area</th>
<th>Cost in USD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Equipment, Speed radars, computer systems – hard and software</td>
<td>500,000</td>
</tr>
<tr>
<td></td>
<td>Weigh stations – stationary and mobile</td>
<td>1,500,000</td>
</tr>
<tr>
<td></td>
<td>Motorbikes and Vehicles</td>
<td>300,000</td>
</tr>
<tr>
<td></td>
<td>Capacity Building Master Plan and Pilot Delivery</td>
<td>1,200,000</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>3,500,000</td>
</tr>
</tbody>
</table>

The Services will be required for a period of 18 month, commencing in 2012

Key personnel on the staff will include international and national experts. The skill considered to be required to undertake the services are also listed. The Financial proposal for the service is to be based on the number of person months stated bellow. During the course of the assignment should be need arise for different skill, or for change in inputs of the identified skills. The TA Consultant will be expected to make changes to staffing at the request of the Project Manager.
Annex 8: Indonesia Transport Sector Development Strategy and Policy Study\textsuperscript{12}  
Outline Terms of Reference

1 Introduction

The transport sector plays an important role in the economy of Indonesia, The sector links the rural population with urban and external markets, and more effective transport infrastructure can improve their access to jobs, markets, and social services. The sector contributes significantly to regional cooperation, domestic connectivity and facilitates international trade and transit traffic.

With the rapid growth of Indonesia’s economic, and consequently the growth in trade, the demand for transport has also changed. To capture the potential of the sector, significant policy and institutional reforms are now required.

In year 2000, Transport Sector Strategic Study has been conducted but the context of transport in term on condition and also regulation is changing rapidly in Indonesia. In order to accommodate such condition, the new transport strategy needs to be reformulated.

2 Aims and Objectives

The Aim of the project is to improve transport sector performance so that it can make a sustainable contribution to economic development and poverty reduction in Indonesia. The Transport Sector Strategy Study will review how to improve efficiency and performance through integrated development of the sector

The Objectives of the study are:

- To support The Government in preparing Transport Sector Development Strategy by comprehensive and analytical review on the present and future of transport sector in Indonesia and its impact to the economic development and poverty reduction based on the stage of Long Term Development Plan 2005-2025
  - Mid Term Development Plan I(2005-2009): To restructure the Republic of Indonesia, to build an Indonesia that is secure and peaceful, fair and democratic, with a better welfare
  - Mid Term Development Plan II (2010-2014): To strengthen nation unity, to improve human resource quality, to build science and technology, to strengthen economic competitiveness
  - Mid Term Development Plan III (2015-2019): Strengthening the overall development by emphasizing economic development of competitive advantage based on the available natural resources, human resources quality, and science and technology capabilities
  - Mid Term Development Plan IV (2020-2024): To create an Indonesia society that is independent, forward, fair and prosperous through the acceleration of development in all fields with a solid economic structure based on competitive advantage
- Mid-term review the current status of the implementation of the previous Transport Sector Strategic Plan for National Midterm Development Planning (2010-2014) and midterm review the ongoing transport sector long-term development plan (2004-2024)

\textsuperscript{12} For further details, refer to draft TOR for STUDY ON INDONESIA TRANSPORT SECTOR DEVELOPMENT STRATEGY AND POLICY, dated 20 October 2010
• Prepare a midterm (2015-2019) and long-term (2020–2024) transport sector development plan for Indonesia by considering
  o Role of the transport sector in the economic and social development of Indonesia and the region
  o Development of an efficient and effective multi-modal transport system to support the economic and social development in context of national logistic system
  o Revitalize the existing transport networks, infrastructure, and provision of services.
  o Development of domestic connectivity by improving pioneer transport for isolated, undeveloped, and remote area
  o Relevant laws, regulations and decrees of the government plans for development of railways, roads, civil aviation, river transport, and urban transport covering blue print of multimodal transport, blue print railways, roads, civil aviation, river transport, and urban transport
  o The recent Transport demand base on the latest O-D survey
  o The recent Transport Technology
  o Transport policies, legislation, and regulations.
  o Cross-sector related to transport development
  o Cross-border transport agreements based on current regional connectivity cooperation such IMT GT, BIMP EAGA, ASEAN Connectivity, SEAN Single Market
• Development Transport financing and financial management capacity analysis of the transport sector and opportunities for other financing public resources and private sector involvement, including investments and partnerships.
• Institutional structure and human resource capacity analysis of the transport sector

3 Scope of Services

The scopes of service of the Technical Assistance for Indonesia Transport Sector Strategy Study (2010-2025) are as follows
• Data Collecting: Collecting the basis data for the study, including but not limited to the following
  • Reviewing the Current Status and Issues of the Transport Sector: (i) current status of the implementation of the previous studies, determine the activities that have been undertaken and impediments or delays to implementation that have been experienced.
  • Thematic issues affecting the transport sector: Identify ongoing activities in thematic areas and prepare recommendations to address these issues in the long term.
  • Examine issues related to rural, urban, intercity, and inter islands transport in the context of the national transport development.
  • Examine regional corridors with neighboring countries, in the context of regional transport cooperation such as BIMP-EAGA, IMT GT, and ASEAN Connectivity
  • Reviewing regulations: Identify and examine the new laws, regulations and decrees and determine their impact to the Transport Sector
  • Examine the Role of Transport Sector in the Economic Development: (i) role of the transport sector in the economic and social development of Indonesia and the region based on qualitative and quantitative analysis, (ii) examine the impact of transport sector development on poverty reduction, and recommend measures to enhance the impact.
  • Institutional Review: (i) separation of regulatory functions from commercial operations, (ii) institutional structure and human resource capacity in the transport sector, (iii) review
the enterprise reform and restructuring of transport enterprises, (iv) examine the reposition of government on the transport sector development

- Reviewing the Financial Aspect of the Transport Sector: (i) Transport financing and financial management capacity of the various transport entities, (ii) opportunity for available public financing including banking financing and commercial paper, (iii) opportunities for private sector involvement, including investments and partnerships, (iv) development of regulatory frameworks for private sector participation in the transport sector, and (v) indication of structure and financing models for projects with public-private partnerships,

- Transport Sector Development Plan
  - Identify the long-term challenges for the transport sector, taking into account the global and regional context, and geographic and demographic features.
  - Evaluate choices to be made with respect to the mode of transport and the technology that will be used, based on economic analyses of alternatives and their relative economic benefits.
  - Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis for each mode and the possibility of
  - Examine the complementarities of the different modes of transport and recommend suitable measures for improving their coordination.
  - Recommend measures to enhance multimodal transport development in the country.
  - Advice the Government on establishing an international logistic center(s) to facilitate international and transit traffic, promote international trade, and improve movement of vehicles and goods in accordance with international practices.
  - Advice the government in developing the transport policy action plan

  - Develop a sector road map, clearly prioritizing actions to be taken in medium and long term for transport sector development.
  - Assessment of financial requirements for capital expenditure and operations and maintenance,
  - Review Mid Term Development Plan 2010-2014 and prepare medium-term transport sector development plan for Indonesia for (2015–2019) and (2020 –2024), based on the sector review and stakeholder consultations. This plan should (i) identify the best ways to respond to future sector challenges; (ii) set the sector’s strategic agenda and development priorities; (iii) recommend necessary reforms in transport policies, regulations, and organizational structures; (iv) recommend actions for privatization of SOEs, and encouraging private sector participation; (v) develop criteria for selecting public investment projects in the sector; (vi) propose a time-bound program of action (including prioritizing the investments and reform actions); and (vii) specify the resources required for implementing the strategy.
  - Based on lessons learned and international experience in similar economies, prepare an investment plan and recommend the policy, institutional, reform, legal, and other facilitating measures to be adopted by the Government to create an enabling environment for transport sector development.

- Work Shop and Seminar
  - Adopt participatory approach while preparing the study and carry out extensive consultations with relevant stakeholders.
  - Organize at least four consultative workshops to be attended by representatives of government, transport agencies, transport operators, consumers, nongovernment organizations, private sector, and international development partners.
• The first and second workshops will be held in the initial period of services to seek stakeholder views and suggestions. The third and fourth workshops to discuss the interim transport strategy prepared by the consultants.
• Organize at least two seminars to be attended by representatives of government, transport agencies, transport operators, consumers, nongovernment organizations, private sector, and international development partners.
• The first seminar will consider the institutional and financial aspect and the second seminar regarding the Transport sector development plan.

4 Expected impact, outcome and output

1. Impact: The expected impact is the integrated development of the transport sector to improved sector efficiency and performance so that it can make a sustainable contribution to economic development and poverty reduction in Indonesia.

2. Outcome: The expected outcome is the identification of strategic priorities, policy and institutional reforms, and resources for transport sector development and operation needs during 2010–2025, in line with the State Program on Poverty Reduction and Economic Development. Successful implementation of the Transport Sector Strategy will result in lower costs to consumers and producers in and around the region, more competitive exports, and a more attractive investment climate. The better environment for trade will stimulate economic growth, improve living standards, and reduce poverty. The distribution of these benefits will be enhanced by promoting economic activities along the corridors including the less developed and often remote areas that are traversed by cross-border links, giving substance to the economic corridor concept.

3. Outputs: The expected outputs included
   a. Identification and prioritization of long-term needs for transport infrastructure and policy, institutional and regulatory reforms;
   b. Identification of roles of the Government, state-owned enterprises, regulatory bodies, and the private sector;
   c. Framework and plans for development of an international logistics center;
   d. Links developed between transport sector development and the national poverty reduction strategy;

5 Reporting Requirements

The consultants will be required to submit to the Government and ADB: (i) an inception report within 5 weeks of project start, (ii) monthly progress report, (iii) quarterly progress report, (iv) an interim Progress report within 10 months, (v) draft final report (including appendixes) within 16 months, (vi) final report within 3 weeks of receipt of comments on the draft final report, including (v) an executive summary report and (vi) any special report / technical report as needed.

All reports and the transport strategy will be delivered in a format and substance satisfactory to the Government and ADB. Twenty copies (5 in English and 15 in Bahasa) will be provided to the Bappenas and to ADB.

An executive summary of the report (not more than 50 pages) will be prepared and submitted with the final report. An electronic copy of the final report and the executive summary (in
Microsoft Word, Microsoft Excel format, and CD-ROM) will be submitted to the Executing Agency (in English and Bahasa) and ADB (in English). The final report will be published in Bahasa and English.

6 Implementation Arrangements

It is agreed that Bappenas (Directorate of Transportation) will be the implementing Agency for the proposed TA and will work in close collaboration with all stakeholders such as Ministry of Transportation, Ministry of Public Work, etc. Bappenas will assign a Project Coordinator and Counterpart Staff to work with the Consultant.

A government counterpart team, comprising a Steering Committee incorporating technical Working Groups, will be set up to guide the Consultants Work, monitoring progress and provide inputs. In addition, a large number of meetings and consultants, workshops and seminars will be held to discuss the methods used, to disseminate findings and to obtain feedback.

The TA will be carried out over 18 months. One consulting firm will be selected in accordance with WB/ADB Guidelines and Presidential Regulation No. 54/2010 on the Procurement of Consultant.

7 Work Schedule and staffing

The Services will be required for a period of 18 months, commencing in 2012.

Key personnel on the staff will include international and national experts. The number of the person-month estimated to be required for each position is given in the Table below. The skill considered to be required to undertake the services are also listed. The Financial proposal for the service is to be based on the number of person months stated below. During the course of the assignment should be need arise for different skill, or for change in inputs of the identified skills. The TA Consultant will be expected to make changes to staffing at the request of the Project Manager.
<table>
<thead>
<tr>
<th>No.</th>
<th>Position</th>
<th>Qualification</th>
<th>Years of Exp.</th>
<th>Man-month</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>PROFESSIONAL STAFF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Team Leader / Transport Planner (Int.)</td>
<td>Transport Planner</td>
<td>15</td>
<td>18,00</td>
</tr>
<tr>
<td>2</td>
<td>Co-Team Leader</td>
<td>Transport Planner</td>
<td>10</td>
<td>18,00</td>
</tr>
<tr>
<td>3</td>
<td>Senior Transport Modeling Specialist (Int.)</td>
<td>Transportation Engineer</td>
<td>10</td>
<td>7,00</td>
</tr>
<tr>
<td>4</td>
<td>Senior Transport Economist (Int.)</td>
<td>Transportation Engineer</td>
<td>10</td>
<td>6,00</td>
</tr>
<tr>
<td>5</td>
<td>Financial Economist</td>
<td>Economist</td>
<td>10</td>
<td>8,00</td>
</tr>
<tr>
<td>6</td>
<td>Regional Development Specialist</td>
<td>Planner</td>
<td>10</td>
<td>8,00</td>
</tr>
<tr>
<td>7</td>
<td>Civil Aviation Transport Specialist</td>
<td>Civil Aviation Transport Planner</td>
<td>10</td>
<td>9,00</td>
</tr>
<tr>
<td>8</td>
<td>Railway Transport Specialist</td>
<td>Railway Transport Planner</td>
<td>10</td>
<td>8,00</td>
</tr>
<tr>
<td>9</td>
<td>Road Transport Specialist</td>
<td>Road Engineer</td>
<td>10</td>
<td>10,00</td>
</tr>
<tr>
<td>10</td>
<td>Maritime Transport Specialist</td>
<td>Maritime Transport Planner</td>
<td>10</td>
<td>9,00</td>
</tr>
<tr>
<td>11</td>
<td>Inland Waterway Transport Specialist</td>
<td>Inland Waterway Transport Planner</td>
<td>10</td>
<td>8,00</td>
</tr>
<tr>
<td>12</td>
<td>Urban Transport Specialist</td>
<td>Urban Transport Planner</td>
<td>10</td>
<td>8,00</td>
</tr>
<tr>
<td>13</td>
<td>Environmental Specialist</td>
<td>Civil Engineer</td>
<td>10</td>
<td>9,00</td>
</tr>
<tr>
<td>14</td>
<td>Data Base Specialist</td>
<td>Information Technology</td>
<td>10</td>
<td>6,00</td>
</tr>
<tr>
<td>15</td>
<td>GIS Specialist</td>
<td>Information Technology</td>
<td>8</td>
<td>6,00</td>
</tr>
<tr>
<td>B.</td>
<td>ASSISTANT EXPERT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Assistant Financial Economist</td>
<td>Economist</td>
<td>3</td>
<td>8,00</td>
</tr>
<tr>
<td>2</td>
<td>Assistant Regional Development Specialist</td>
<td>Planner</td>
<td>3</td>
<td>8,00</td>
</tr>
<tr>
<td>3</td>
<td>Assistant Civil Aviation Transport Specialist</td>
<td>Civil Aviation Transport Planner</td>
<td>3</td>
<td>9,00</td>
</tr>
<tr>
<td>4</td>
<td>Assistant Railway Transport Specialist</td>
<td>Railway Transport Planner</td>
<td>3</td>
<td>8,00</td>
</tr>
<tr>
<td>5</td>
<td>Assistant Road Transport Specialist</td>
<td>Road Engineer</td>
<td>3</td>
<td>10,00</td>
</tr>
<tr>
<td>6</td>
<td>Assistant Maritime Transport Specialist</td>
<td>Maritime Transport Planner</td>
<td>3</td>
<td>9,00</td>
</tr>
<tr>
<td>7</td>
<td>Assistant Inland Waterway Transport Specialist</td>
<td>Inland Waterway Transport Planner</td>
<td>3</td>
<td>8,00</td>
</tr>
<tr>
<td>8</td>
<td>Assistant Urban Transport Specialist</td>
<td>Urban Transport Planner</td>
<td>3</td>
<td>8,00</td>
</tr>
<tr>
<td>9</td>
<td>Assistant Data Base Specialist</td>
<td>Information Technology</td>
<td>7</td>
<td>6,00</td>
</tr>
<tr>
<td>C.</td>
<td>SUPPORTING STAFF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Office Manager</td>
<td></td>
<td></td>
<td>18,00</td>
</tr>
<tr>
<td>2</td>
<td>Bilingual Secretary (2 persons)</td>
<td></td>
<td></td>
<td>36,00</td>
</tr>
<tr>
<td>3</td>
<td>Translator (2 persons)</td>
<td></td>
<td></td>
<td>36,00</td>
</tr>
<tr>
<td>4</td>
<td>Computer Operator / Data Entry (3 persons)</td>
<td></td>
<td></td>
<td>54,00</td>
</tr>
<tr>
<td>5</td>
<td>CAD Operator (2 persons)</td>
<td></td>
<td></td>
<td>36,00</td>
</tr>
<tr>
<td>6</td>
<td>Finance / Accounting Assistance</td>
<td></td>
<td></td>
<td>18,00</td>
</tr>
<tr>
<td>7</td>
<td>Office Boy</td>
<td></td>
<td></td>
<td>36,00</td>
</tr>
<tr>
<td>8</td>
<td>Security</td>
<td></td>
<td></td>
<td>18,00</td>
</tr>
</tbody>
</table>

8 Cost and Financing

The total cost of TA is estimated at US $ 1,300,000 or equivalent.
Annex 9: Integrated Vehicle Overloading Control Strategy
Outline Terms of Reference

1 Introduction

The overloading control measures are required to protect the newly built road from prematurely damaged which some of it caused by heavy vehicle overloading. However, in the implementation of controlling heavy vehicle overloading still inadequate, due to many institutional and enforcement problems. Therefore, new approach on controlling heavy vehicle overloading still required to protect the road although vehicle overloading is not the only cause to the damaged of the road (bad road construction and drainage).

DGLT launched a Road Map to Zero Overloading Policy in 2008. The main focus of this policy is to reduce overloading tolerance gradually based on agreement between DGLT and Dinas Perhubungan (Lampung, Java and Bali) on 5-7 November 2007. This Road Map is developed by DGLT based on the evaluation of new approach which implemented in West Sumatera. According to pilot project in West Sumatera is shown that the reduction of overloading tolerance from 90% to 60% affecting the annual maintenance cost of the national road from IDR 7 Billion to IDR 3 Billion.

However, in the implementation of controlling heavy vehicle overloading still inadequate, due to many institutional and enforcement problems. Therefore, new approach on controlling heavy vehicle overloading still required to protect the road although the only cause to the damaged of the road (bad road construction and drainage). Currently Bappenas, under RR2P financed by ADB, is exercising new approach on integrated transport management system. One of its scope of works is looking at the current condition on overloading control.

2 Objectives

This study will be a continuation of initiatives under the RR2P project and the objective would be:
1. Increase the level of lifetime of the newly build road under RRDP project.
2. Reduce the risk of road damaged caused by overloaded heavy vehicle.
3. Enhance the level of safety on the newly built road.

3 Scope of Services

The scope of services of overloading control would be as follows:

1. Review on the current project New Approach on integrated transport management system, under RR2P project, which is implemented by Bappenas.
2. Review on DGLT studies on evaluation of weighbridge and overloading control
3. Review DGLT’s Road Map to Zero Overloading policy
4. Review current regulation on overloading control
5. Undertaking field survey in order to get primary information on vehicle overloading
6. Carrying out analysis on data collected
7. Indicating and identifying the root problems of vehicle overloading and the role of each stakeholder and institution who are involved in overloading control.
8. Indicating and identifying the key areas of the root problems of vehicle overloading that are required to be improved.
9. Review the possible options for improvement
10. Review the existing management arrangement for key areas required to be improved
11. Propose and develop options for improvement including program phasing for each area of overloading control and each institution involved that are required to be improved.
12. Propose and develop concept of controlling heavy vehicle overloading in order to meet the road map of zero overloading including the role and responsibility of each stakeholder and institutional involved.
13. Calculate and estimate the cost for each area for each option of improvement for each phase
14. Indicate and estimate the possible benefit of the propose improvement schemes and calculate the cost-benefit of propose program.
15. Setting up the management arrangement for each institution involved for each area and each phase
16. Carrying out public consultation through workshops in order to get feedback on proposed concept scenarios from all related stakeholders.
17. Develop a performance-based of National Overloading Control Strategy and it's action plan.

4 Staffing

This development of integrated vehicle overloading control strategy is expected to be carried out by international and local consulting firms who are eligible and familiar with the scope of works of this consulting services and having proven experiences in the area of vehicle overloading control measures and performance-based strategy. The required expertise is programmed as shown in the table below:

<table>
<thead>
<tr>
<th>NO</th>
<th>Assignment</th>
<th>Minimum Experience (years)</th>
<th>Man-month required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Team Leader/ Transport Planner</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>Institutional development specialist</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Legal Specialist</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>Transport Economist</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>Weighbridge specialist</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>6</td>
<td>Traffic Engineer</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>7</td>
<td>Public Communication specialist</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>8</td>
<td>Road safety specialist</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Sub total</td>
<td></td>
<td>96</td>
</tr>
</tbody>
</table>
Annex 10: HIV/AIDS and Human Anti-Trafficking Program
Outline Terms of Reference

1 Introduction

Indonesia is primarily a source, but also a transit and destination country for human trafficking. UNICEF estimates that 100,000 women and children are trafficked annually for commercial sexual exploitation in Indonesia and abroad, 30 percent of the female prostitutes in Indonesia are below 18, and 40,000-70,000 Indonesian children are victims of sexual exploitation. The East Java Children’s Protection Agency estimates that at least 100,000 women and children are trafficked annually from, through, and to East Java.

Human trafficking helps spread HIV&AIDS in Asia. Indonesian women and children are trafficked for sexual and labor exploitation in Malaysia, Singapore, Brunei, Taiwan, Japan, Hong Kong, and the Middle East. A significant number of Indonesian women voluntarily migrate to work as domestic servants but are later coerced into abusive conditions. Some Indonesian women are recruited by false promises of employment and are later coerced into prostitution or forced labor. Ethnic Chinese women and teenage girls in the West Kalimantan district are recruited as mail-order brides for men in Taiwan, Hong Kong, and Singapore.

By March 2010, the number of people who were infected by HIV&AIDS in Indonesia are 20,564 persons. Reported, with those numbers, from the age factor, the highest cumulative proportion of AIDS cases are 48.7 % for age 20-29, while the ratio between men and women are 3:1 (Source: The Ministry of Health, Quarterly Report on AIDS 2010).

For workers, according to the ILO data, in 2005, those who work on the transportation sector are identified as a group who had potentially infected by HIV&AIDs. The transportation infrastructure project workers are noted as the largest number infected by HIV&AIDS rather than other workers/labors and with a potential relation with was called as “man, money, and mobile” factor. Meanwhile, the Asian Development Bank (ADB) made Human Trafficking and HIV&AIDS prevention as one of their priorities of the construction sector.

As partner of the ADB, and to comply with Millennium Development Goals (MDGs), Directorate General of Highways will undertake Prevention Program on Human Trafficking and HIV&AIDS in the construction work sector.

2 Objectives

The general objectives are:

1. To prevent people from becoming victims of Human Trafficking, by increasing awareness regarding human trafficking among construction workers and local people.
2. To promote essential attitude change to the HIV infection risk, through improving the information, education, and health services access on HIV and STI among Construction Workers under the Regional Road Development Program (RRDP).
3. To evaluate the impact of road projects on Human Trafficking activities and HIV&AIDS infections base on the data gained during pre-construction and after construction.

The program is expected to (i) enhance the knowledge of project's construction workers and local people on Human Trafficking and HIV&AIDS related issues, (ii) raise the awareness of the project's construction workers for healthy behavior, (iii) raise the availability of the HIV prevention tools, (iv) provide access to health services referral information, and (v) compare
data of Human Trafficking and HIV&AIDS on project sites before and after road construction project.

3 Scope of Services

Part A: Coordination with the Stakeholders

Coordination with the Construction Management and meeting with the Stakeholders to ensure the Contractor is well informed about campaign program/plans that will be carried out, especially regarding to the schedule and preparation needed for implementation of program.

Meeting with the stakeholders is carried out in order to inform the program and get their support to the referral system of the medical Sexually Transmitted Infection (STI), including HIV&AIDS services as well as support for Human Trafficking Prevention.

Namely the stakeholder to be invited are District/ City AIDS Commission as the host, the local IPPA Chapter and NGO representatives, Local/Provincial Police, the Health Commission, the Indonesian's planned Parenthood National Coordination Body, Public Health Care Unit and the nearest hospitals and also related parties to the project sites.

Coordination with the Komisi Penanggulangan AIDS (KPA) District/City to prepare to host the meetings are required. Coordination with provincial/local police (POLDA) is also required regarding more information on Human Trafficking to be gained or given.

Part B: (a) Direct Campaign

This activity is implemented to give basic information about Human Trafficking and HIV&AIDS issue to the construction workers and local people. All information given be related to the working pattern, workers behavior, and working risk in this sector. This activity will be carried out by presentations, games and discussion among the participants about the presented topic.

The activities will be held at minimum 1 time for each construction project

Before and after end of each session, pre and post testing (knowledge testing) will conduct by sampling methods in order to evaluate the campaign result (how far knowledge of participants about Human Trafficking and HIV&AIDS were increased).

Part B: (b) Development of Information, Education and Communication (IEC) Materials

Development of IEC materials will be carried out to complete the information and to emphasize the program, and also to increase the workers awareness about Human Trafficking and HIV&AIDS (and other related STI). The materials will be distributed and placed on the strategic locations where the construction workers (contractor staffs and project construction staff) will learn and understanding the information and message on it.

Part C: Comparison Study

Besides increasing awareness regarding Human Trafficking and HIV&AIDS, this program will also conduct a comparison study involving baseline data of Human Trafficking activities and HIV&AIDS infections in road project locations (under RRDP). The baseline data gained during pre-construction phase of road projects will be compared with the data gained after construction
phase. The study will expose whether the number of HIV&AIDS infections and Human Trafficking activities are affected by the road construction projects. HIV&AIDS comparison study will be conducted in all sites of RRDP AWP 01, meanwhile the Human Trafficking comparison study will only be conducted in RRDP AWP 01 projects in Kalimantan.

Part D: Monitoring and Evaluation

The program will undertake the following monitoring and evaluation activities:
   a. Conduct a monitoring on each executed planned activities,
   b. Mid-term Program Evaluation - The evaluation will be executed in order to overview the achievements on every components and recommendations when needed.
   c. Program Final Evaluation - Evaluation that executed to overview the total output of achievements and the program objectives that have been planned.

4 Staffing

Applicants who are interested in conducting the program team will consist of the following experts, who should fulfill the requirement of team skills below:

- **Team Leader (Social Expert)** - Previous 5 years experience in social issues (preferred in HIV&AIDS and/or Human Trafficking).
- **Legal Expert** - Previous 5 years experience in social issues (preferred in Human Trafficking).
- **Public Health Expert** - Previous 5 years experience in social issues (preferred in HIV&AIDS).
- **Training/ Dissemination Expert** - Previous 5 years experience in holding training/dissemination regarding social issues (preferred in HIV&AIDS and/or Human Trafficking).
- **Curriculum Expert** - Previous 5 years experience in curriculum/material preparation regarding social issues (preferred in HIV&AIDS and/or Human Trafficking).
VII. SAFEGUARDS

A. Environment

44. DGH shall ensure that the construction and operation of the Project will be carried out in accordance with ADB SPS and EMP approved by ADB.

45. DGH shall ensure that all bidding documents and civil works contracts contain provisions that require contractors to comply with the environmental mitigation and monitoring measures set forth in the EMP.

46. DGH shall ensure that the road sections of the Project to be funded by the Government and the other financiers shall adopt the provisions of the EMP, and shall be in compliance with ADB SPS.

47. DGH shall not award any civil works contracts until environmental approvals required by the Government, such as those from the Ministry of Environment and other relevant agencies, have been obtained. A copy of such approval shall be submitted to ADB upon issuance.

48. DGH shall adequately supervise the construction works carried out by contractors to ensure compliance with the monitoring and mitigation measures set forth in the EMP. DGH shall ensure that consultants engaged for construction supervision to monitor closely the compliance by the contractors with the EMP.

49. DGH shall prepare a new or supplementary environmental assessment report in compliance with ADB’s SPS if there are any additional components or changes in the Project such as specific location and design, among others, that will result to adverse environmental impacts and are not within the scope of the environmental assessment report approved by ADB. Such documents shall be submitted by DGH to ADB for clearance prior to implementation of additional components or major changes.

50. If any unanticipated environmental impacts become apparent during project implementation, DGH shall prepare a corrective action plan and shall submit this to ADB for clearance. DGH shall ensure implementation of the corrective action plan.

51. Prior to commencement of site works, DGH shall establish an environmental grievance redress mechanism, acceptable to ADB, to receive and facilitate resolution of affected peoples' concerns, complaints, and grievances about the Project's environmental performance. DGH shall make public the existence of this grievance redress mechanism through public awareness campaigns; review and address environmental grievances of stakeholders in relation to the Program, any of the service providers, or any person responsible for carrying out any aspect of the Program; and proactively and constructively respond to such grievances.

52. Semi-annual reports on implementation of the EMP will be submitted by DGH to ADB on a timely basis.

B. Land Acquisition and Resettlement, and Indigenous Peoples

53. Draft Resettlement Plans have been prepared for subproject roads located in West and East Kalimantan provinces. The draft RPs are based on preliminary design using a corridor of
impact (COI) of 14 meters. Following detailed design, the draft RPs will be finalized through the conduct of census and detailed measurement survey (DMS) to determine the actual impacts on land and assets of each household. Consultation and disclosure activities will be undertaken with the affected households and concerned groups. Replacement cost survey will also be carried out to determine the current market value of land and non-land assets. The final RPs will be submitted to ADB for review and concurrence. Land acquisition, relocation of affected households, and clearance of land will not commence until the final RP has been agreed between ADB and DGH.

54. DGH, through its PMU, will be responsible for the day-to-day implementation and be accountable for safeguards. The PMU will work closely with the Subdirector of Technical Affairs who is responsible for social and environment for all DGH projects.

55. At the subproject level, the district office will provide the main workforce in the preparation and implementation of the resettlement plans. The district local officials will work closely with the PMU staff.

56. On the indigenous peoples, DGH will, to the extent possible, avoid physical relocation of indigenous peoples that will result in adverse impacts on their identity, culture and customary livelihoods. If avoidance is not possible, DGH will formulate a combined Indigenous Peoples Plan and Resettlement Plan to address both resettlement and indigenous people’s issues.

57. The draft and final resettlement plans or combined Indigenous Peoples Plan and Resettlement Plans and social monitoring reports prepared will be uploaded on the ADB website.

C. Execution of Civil Works Contracts

58. DGH will ensure that, subsequent to award of civil works contract, no road section or part of the road section for any project will be handed over to the contractor until the applicable provisions of the EMPs and LARAPs (particularly, the timely delivery of compensation to affected families) have been complied with.

59. Any changes to the location, alignment of roads, or environmental impacts arising from the detailed designs of any project will be subject to prior approval by ADB and the relevant government agency of Indonesia.
VIII. GENDER AND SOCIAL DIMENSIONS

A. Poverty Reduction

60. The Project’s poverty reduction impacts are distinctly different in Java and Kalimantan. Java is relatively well serviced with transport networks. In the south of Java however, trans-java transportation is still limited with large sections of the route still incomplete, narrow and in poor condition or needing to be bypassed to other corridors running east-west. Much of the traffic flow is agricultural commodities from poor areas to the larger northern cities. It is expected that local economies will improve, with lowered transport costs to major centers and more access to lateral markets where current connections are poor or non-existent. With greater east-west access and easier access to the southern beaches, it will also promote tourism opportunities and an increase in local businesses.

61. In Kalimantan, where the roads network is still limited and interregional trade is largely restricted to the Tayan-Entikong corridor of the Project area. Though the Aruk border gate has recently been constructed, the major Project Corridor to the border is being promoted under this loan. Upgrading the international border corridors will promote interregional and international linkages, and provide alternate markets and opportunities for local communities. This shift will reduce costs, promote all-year access, and increases the potential for small- and medium-scale entrepreneurs to make use of the area’s natural resources. Improved road access will facilitate government administration and social service delivery.

62. Construction will create temporary jobs, and routine maintenance will employ unskilled and semiskilled workers. Women will be encouraged to work and will be treated equitably. DGH will ensure that employment opportunities are announced to local communities and will also ensure that contractors conform with appropriate labor laws and standards. DGH will monitor the use of local labor and appropriate labor laws and standards within the first 3 months of the commencement of each construction contract and take appropriate action to improve the employment and compliance if needed. A summary poverty reduction and social analysis is in Appendix 11.

B. Safety, Health and Gender Concerns

63. HIV/AIDS and Human Anti-Trafficking Prevention Plan (HHATPP): The Project will have few adverse social impacts. ADB and the Government have agreed that the Project should have an HIV/AIDS prevention initiative targeting construction workers and the people they interact with, specifically addressing the disproportionate impact of HIV/AIDS on women, who are more vulnerable than men. It is recommended that this prevention plan is implemented through cooperation with Indonesia’s National AIDS Committee (NAC) and Provincial AIDS Committees (PACs). These agencies would take the lead roles to plan, coordinate, monitor and report activities in each province. NAC has demonstrated strong support for this prevention plan and, along with West Kalimantan PAC, have contributed advice, costs estimates and prepared proposals for undertaking the work. As the Human Trafficking component will focus on increasing awareness of the problem, NAC’s experience with information and education programs can readily accommodate the administration and delivery of this activity within the single prevention plan. Action for the control and prevention of HIV/AIDS and Human Trafficking would include (i) Baseline surveys, (ii) Advocacy, (iii) Information and education campaigns, (iv) Provision of Medical Packages (HIV/AIDS and STI testing clinics at construction sites), (v) Reporting and Independent Monitoring.
64. To mitigate these risks, construction contracts will require contractors to allow their workers to attend education sessions where materials such as condoms and awareness brochures will be distributed. It is estimated that the total budget of the HIV/AIDS and Human Trafficking Prevention Plan would be Rp. 360 million. Implementation of these activities will begin at least 3 months prior to the commencement of civil works.
IX. PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION

A. Project Design and Monitoring Framework

65. The Design and Monitoring Framework (DMF) for the Project is detailed in the RRP.

B. Monitoring

1. Project performance monitoring

66. The PMU will establish a project performance monitoring system. ADB through the project performance reporting (PPR) system will rigorously monitor the overall performance of each project under the proposed project. The PMU will refine the monitoring system within 6 months from project commencement and collect and update baseline data for performance monitoring. The key indicators and targets, assumptions, and risks outlined at the impact, outcome, and output levels in the proposed project’s design and monitoring framework will be the primary data required for analysis. For this purpose, ADB inception mission will provide to DGH a checklist of the above data, which will be updated in track changes and reported quarterly through the DGH’s quarterly progress reports and after each ADB review mission. These quarterly reports will provide information to regularly update ADB’s project performance reporting system.¹³

67. DGH will involve the beneficiaries in the collection of data on impacts and outcomes. During each review mission, the updated project performance will be shared with the interested representatives of project beneficiaries.

2. Compliance monitoring

68. Compliance for all loan covenants — social and environmental safeguards, financial, economic, and others— will be jointly monitored by DGH and ADB through monthly updates provided by the PMU. In this respect, the PMU will submit to ADB a status report on the covenants summary with the explanation and time-bound actions on partly or non-complied covenants. As part of the joint venture efforts, ADB’s resident mission will hold quarterly review meetings with the DGH to ensure the full compliance of all the loan covenants.

69. In addition, DGH and ADB shall undertake, at the end of the second year of Project implementation, a comprehensive midterm review. At the conclusion of the mid-term review, ADB and the Borrower may agree on changes in both Project scope and implementation arrangements, as deemed necessary.

3. Safeguards monitoring

a. Environment

70. DGH, with assistance from the construction supervision consultant and project management support consultant, will (i) undertake regular monitoring, as scheduled in the EMP, of contractors’ environmental performance in terms of implementation of mitigation...

¹³ ADB’s project performance reporting system is available at: http://www.adb.org/Documents/Slideshows/PPMS/default.asp?p=evaltool
measures indicated in the EMP; (ii) monitor and report on the environment impacts during construction, and recommend measures to improve the situation as required; (iii) undertake environmental effects monitoring on air quality, noise, water quality, etc. based on the EMP; and (iv) prepare semi-annual monitoring reports for submission to ADB.

71. In addition to the environmental monitoring described above, for environment category A project or tranche, DGH will also engage qualified and experienced external expert(s), acceptable to ADB, to review and verify the accuracy, breadth, depth, and relevance of information provided by DGH to ADB with regard to EMP implementation and to determine if EMP provisions are being conducted in thorough and timely manner and in accordance with budget identified within the EMP. The external expert shall undertake such monitoring on an annual basis and shall submit annual monitoring report to DGH and ADB.

b. Resettlement

72. DGH will ensure that the RP will be prepared in accordance with the agreed Resettlement Framework following completion of detailed designs and will be submitted to ADB for review and concurrence. No land acquisition or site clearing will be done until and after the Final RP has been agreed between DGH and ADB and the provisions in the Final RP have been implemented satisfactorily. In case of differences between the Borrower’s laws and regulations and ADB's Safeguard Policy Statement (2009), ADB's Policy shall prevail.

73. The PMU will submit quarterly monitoring reports to DGH and ADB starting from the commencement of RP finalization, which coincides with the conduct of the census, detailed measurement survey and implementation activities. An external monitoring agency (EMA) will also be engaged by DGH to carry out its independent monitoring and assessment. The external monitoring agency will submit quarterly monitoring reports to DGH and ADB. The budget provided to the EMA will include funds sufficient, in the opinion of ADB, for the EMA to adequately perform its functions. All monitoring reports will be uploaded on the ADB website.

74. The Government and DGH will provide to the EMA, at no cost, all documents required to monitor the resettlement process, specifically including the RP, detailed measurement survey documents, and all associated documents which may be reasonably requested by the EMA.

75. DGH will not issue a notice of possession of site for any depot works kabupaten committee has officially confirmed in writing that (i) payment has been fully disbursed to the affected persons and rehabilitation measures are in place as per updated RP agreed between DGH and ADB; (ii) already-compensated affected persons have cleared the area in a timely manner; and (iii) the area is free from any encumbrances.

76. DGH will timely provide counterpart funds for land acquisition, resettlement and monitoring activities specified in the agreed upon RP, and will meet any unforeseen obligations in excess of the RP budget estimate in order to satisfy resettlement objectives. DGH will ensure that counterpart funds for compensation and entitlements under the agreed upon RP are fully provided directly to affected persons prior to their displacement from housing and prior to loss of land, livelihood, income or other assets.

c. Gender and social dimensions monitoring

77. The PMU will submit quarterly reports to DGH and ADB on specific activities indicated in
the agreed social action plan\textsuperscript{14}.

78. DGH will ensure that all Works contracts under the Project incorporate provisions and budgets to the effect that contractors: (a) comply with Indonesia’s applicable labor laws and related international treaty obligations and do not employ child labor; (b) provide safe working conditions, and water and separate sanitation facilities for male and female workers; (c) provide equal wages to male and female workers for work of equal value; (d) provide day care services for female construction workers; and (e) carry out the HIV/AIDS and Human Anti-Trafficking Prevention Program in the construction campsites with such Program being held in coordination with the Government’s programs and other initiatives.

C. Evaluation

79. ADB will field an inception mission within 3 months after signing of the loan agreement for project. Review missions will be carried out on a semiannual basis jointly by representatives of ADB, Borrower, and the DGH. The review missions will assess the status of the project implementation including procurement, civil works, financing, compliance to environmental and social safeguards, and the road sector sustainability. Site visits are required for all projects with environment or social impacts. A mid-term review mission will be carried out 2 years after each loan becomes effective. Each mid-term review will evaluate compliance with the terms, conditions, and undertakings set out in environmental and social safeguards, and loan covenants set out in the loan agreements. The review will allow for any necessary midcourse corrections to ensure successful implementation and the achievement of the project objectives. Within 6 months of physical completion of each project, the DGH will submit a project completion report to ADB.\textsuperscript{15}

D. Reporting

80. The DGH 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 next 12 months; and (iii) a project completion report within 6 months of physical completion of the Project. To ensure projects continue to be both viable and sustainable, project accounts and the executing agency audited financial statements, together with the associated auditor’s report, should be adequately reviewed.

81. The PMU will establish a project performance monitoring system within 6 months from loan effectiveness and collect baseline data for performance monitoring. The key indicators and assumptions outlined at the impact and outcome levels in the proposed project’s design and monitoring framework will be the primary data required for analysis.

E. Stakeholder Communication Strategy

82. Table 9.1 details the overall required disclosures.


\textsuperscript{15} Project completion report format is available at: \url{http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar}
Table 9.1 – Stakeholder disclosure requirements

<table>
<thead>
<tr>
<th>Project Documents</th>
<th>Means Of Communication</th>
<th>Responsible Party</th>
<th>Frequency</th>
<th>Audience(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Information Document (PID)</td>
<td>ADB's website</td>
<td>ADB</td>
<td>initial PID no later than 30 calendar days of approval of the concept paper; quarterly afterwards</td>
<td>General Public</td>
</tr>
<tr>
<td>Design and Monitoring Framework (DMF)</td>
<td>ADB's website</td>
<td>ADB</td>
<td>draft DMF after post fact-finding mission</td>
<td>Project-affected people</td>
</tr>
<tr>
<td>Environmental Impact Assessments</td>
<td>ADB's website</td>
<td>ADB</td>
<td>at least 120 days before Board consideration</td>
<td>General Public, project-affected people in particular</td>
</tr>
<tr>
<td>Resettlement Planning Documents</td>
<td>ADB's website</td>
<td>ADB</td>
<td>post fact-finding mission</td>
<td>General Public, project-affected people in particular</td>
</tr>
<tr>
<td>Reports and Recommendations of the President</td>
<td>ADB's website</td>
<td>ADB</td>
<td>within 2 weeks of Board approval of the loan</td>
<td>General Public</td>
</tr>
<tr>
<td>Legal Agreements</td>
<td>ADB's website</td>
<td>ADB</td>
<td>no later than 14 days of Board approval of the project</td>
<td>General Public</td>
</tr>
<tr>
<td>Initial Poverty and Social Assessment</td>
<td>ADB's website</td>
<td>ADB</td>
<td>within 2 weeks of completion</td>
<td>General Public, project-affected people in particular</td>
</tr>
<tr>
<td>Documents Produced under Technical Assistance</td>
<td>ADB’s website</td>
<td>ADB</td>
<td>within 2 weeks of completion</td>
<td>General Public</td>
</tr>
<tr>
<td>Facility Administration Memorandum</td>
<td>ADB’s website</td>
<td>ADB</td>
<td>After loan negotiations</td>
<td>General Public</td>
</tr>
<tr>
<td>Social and Environmental Monitoring Reports</td>
<td>ADB’s website</td>
<td>ADB</td>
<td>Routinely disclosed, no specific requirements</td>
<td>General Public, project-affected people in particular</td>
</tr>
<tr>
<td>Major Change in Scope</td>
<td>ADB’s website</td>
<td>ADB</td>
<td>within 2 weeks of approval of the change</td>
<td>General Public</td>
</tr>
<tr>
<td>Progress Report on Tranche Releases</td>
<td>ADB’s website</td>
<td>ADB</td>
<td>within 2 weeks of</td>
<td>General Public</td>
</tr>
<tr>
<td>Completion Reports</td>
<td>ADB’s website</td>
<td>ADB</td>
<td>within 2 weeks of circulation to the Board for information</td>
<td>General Public</td>
</tr>
<tr>
<td>--------------------</td>
<td>---------------</td>
<td>-----</td>
<td>----------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Evaluation Reports</td>
<td>ADB’s website</td>
<td>ADB</td>
<td>Routinely disclosed, no specific requirements</td>
<td>General Public</td>
</tr>
</tbody>
</table>

*Performance of the proposed project with clearly defined information requirements and indicators, policy on roads construction and reconstruction, 5-year investment plan, business opportunities, bidding process and guidelines, results of bidding process, and summary progress reports of the ongoing projects.*
X. ANTICORRUPTION POLICY

83. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the Project. 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/entities on ADB’s anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the proposed project.

84. To support these efforts, relevant provisions are included in the loan agreement and the bidding documents for the Project. To further enhance the anticorruption measures, the EA and IAs for the Project will adopt and implement the Anti Corruption Action Plan (ACAP) that is modeled on the approved ACAP adopted for the AusAID funded East Indonesian National Road Improvement Project (EINRIP). This basic plan has been adjusted to be more in line with standard ADB ACAP guidelines. The assumptions made are i) there will be a Project Management Unit for management and oversight of the RRDP project, ii) no procurement agents will be used, and iii) MPW (or specially formed subcommittees) will have primary responsibility for procurement activities. The details of the ACAP are detailed in Table 10.1.

---

16 Available at: http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf
17 ADB’s Integrity Office web site is available at: http://www.adb.org/integrity/unit.asp
## Table 10.1: Anticorruption Action Plan

<table>
<thead>
<tr>
<th>Measure</th>
<th>Summary</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Information Disclosure</strong></td>
<td></td>
<td>PMU (initial set-up and ongoing maintenance of information)</td>
</tr>
</tbody>
</table>
| Establishment of project website | The PMU is responsible for establishing a project website before the procurement of civil works contracts can commence. All information on the website will be provided in the relevant language (English and/or Indonesian). Project information to be disclosed on the website in English and Bahasa Indonesian (and updated monthly) includes:  
  - Project Management Manual  
  - Updated procurement plans for MPW Jakarta and each province  
  - Tender documents for all procurement  
  - Notification of details of contracts awarded (company, value of contract, scope and location of services)  
  - Summary audit findings approved by the 6-monthly meetings between MOF, MPW and ADB  
  - Monthly Project Progress Report (progress of civil works on each sub-project)  
  - Quarterly Financial Monitoring Reports (expenditure on each sub-project)  
  - Information on the RRDP complaints handling mechanism, including post, telephone, fax and mail contact details in both the MPW Directorate of Planning and the MPW Inspectorate General's Office.  
  - Information on any ADB complaints handling mechanism, including contact details.  
  - In relation to anonymous complaints, the website must include the following statement: “If you prefer to remain anonymous, you may wish to make use of a free email service (such as Hotmail or Yahoo) to create an email account using a pseudonym. This way, we will be able to correspond with you as necessary, to seek clarification or additional information. “This would be helpful for us in pursuing your allegation.”  
  - Quarterly status report on complaints handling (numbers received and actioned only)  
  - Report on sanctions imposed on contractors or consultants under Section B of this ACAP. | PMU (initial set-up and ongoing maintenance of information) |
| Dissemination of project information | The Project Manager for each civil works contract is responsible for making project information available to communities in the project area before commencement of civil works. As a minimum, the Project Manager must establish a notice board outside each District Office in the project area containing the name of the contractor, brief description of works, value of contract, percentage completion and percentage of contract paid (updated monthly), details of complaints handling mechanisms (MPW and ADB) and RRDP website address. | PMU, Project Manager |
The monthly project progress reports will be made available to civil society and media at the Provincial and district levels on request.

All information on the project website will also be made available in hard or soft copy upon request to interested persons/organisations.

### B. Oversight and Monitoring

<table>
<thead>
<tr>
<th>Strengthened Supervision of Civil works</th>
<th>The MDB/FIDIC Harmonised Contract will be used for all civil works, with the role of Engineer being filled by the Team Leader of the DSC.</th>
<th>MPW</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MPW will take all necessary actions to appoint the Engineer for each contract. MPW will provide details of all arrangements in relation to the delegation of the authority of the Fédération internationale des ingénieurs-conseils (FIDIC) Engineer (under the MDB/FIDIC Harmonised Contract) to ADB for no objection. No subsequent changes can be made to these arrangements without ADB's prior written approval.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Team Leader, as the Engineer, will delegate necessary authorities to each Chief Supervision Engineer, including responsibility for authorising payment certificates (clauses 14.2, 14.6 of the MDB/FIDIC contract).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Civil works will not commence until the DSC is mobilised and a Chief Supervision Engineer appointed.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The CTC will be responsible for monitoring the DSC’s performance. This will include monitoring the adequacy of supervision of environmental requirements.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The evaluation process for the DSC contract and ADB’s NOL will give weight to the following:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o the adequacy of remuneration of field staff (to reduce incentive for collusion);</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o qualifications, experience and background of the person(s) nominated as Chief Supervision Engineer(s)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The PMU, supported by the CTC, will provide a mobilisation briefing to key DSC staff and Chief Supervision Engineers on:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o the role of the FIDIC Engineer;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o the role of field supervisors;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o responsibilities of head office;</td>
<td></td>
</tr>
</tbody>
</table>
The DSC will provide comprehensive training to all DSC staff.

### C. Mitigation of Fraud and Collusion Risks

<table>
<thead>
<tr>
<th>Strengthen efficiency and accountability of procurement process for consultant contracts</th>
<th>The MPW procurement committee with support from ADB will perform the selection process for following contracts:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>o Core Team Consultant (CTC);</td>
</tr>
<tr>
<td></td>
<td>o Design Supervision Consultants (DSC)</td>
</tr>
</tbody>
</table>

(All of these procurement exercises will follow ADB’s or ISDB’s normal eligibility criteria.)

The Minister of Public Works will hold responsible the Heads of Procurement Committees for their procurement decisions.

<table>
<thead>
<tr>
<th>Strengthen capacity of provincial procurement committees to undertake procurement of civil works contractors</th>
<th>MPW themselves will undergo capacity strengthening through RRDP capacity building initiatives. They will then support the provincial MPW offices in relation to RRDP civil works procurement:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>o Develop and oversee implementation of measures/protocols to avoid fraud and collusion in tender processes, including at the shortlisting stage;</td>
</tr>
<tr>
<td></td>
<td>o Attend bid opening for all procurement exercises and retain in a safe place a sealed copy of all technical and financial proposals received. If the MPW trained Adviser is unable to attend bid openings for any reason, they are to appoint a Public Notary (Notaris) to discharge their functions;</td>
</tr>
<tr>
<td></td>
<td>o Implement a monitoring system to identify collusive trends, including monitoring implementation of the integrity pact for each procurement exercise;</td>
</tr>
<tr>
<td></td>
<td>o Develop and implement processes to avoid delays;</td>
</tr>
<tr>
<td></td>
<td>o Provide assistance with the progressive implementation of e-procurement in the provinces;</td>
</tr>
<tr>
<td></td>
<td>o Work within MPW on reviewing and implementing improvements to the procurement system; and</td>
</tr>
<tr>
<td></td>
<td>o Provide procurement training and capacity building.</td>
</tr>
</tbody>
</table>

In addition, MPW’s trained procurement staff will assist procurement committees with quality control before tender documents are submitted to ADB for no objection.

<table>
<thead>
<tr>
<th>Anti-corruption</th>
<th>The following will apply to all RRDP procurement:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Measures to be included in all procurement exercises</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>o Each revision to the Procurement Plan for RRDP must be approved by ADB before any procurement can commence. Any subsequent amendments to the Plan must receive ADB’s prior written approval.</td>
<td></td>
</tr>
<tr>
<td>o All tender notifications must be advertised in national newspapers readily available in the province in which procurement is being undertaken, and in relevant provincial newspapers, on the MPW Semi E-Procurement system, on the RRDP website, UNDB on-line and dg Market websites.</td>
<td></td>
</tr>
<tr>
<td>o No pre-bid conferences will be held, except with ADB’s prior written approval.</td>
<td></td>
</tr>
<tr>
<td>o Specific contract conditions for RRDP will be agreed in advance between ADB and DGH. If the contract is translated the English version will take precedence;</td>
<td></td>
</tr>
<tr>
<td>o A bidder cannot be excluded from bidding on the basis of past performance unless there is evidence of due process in relation to the performance complaint and ADB has provided prior written approval to the exclusion of the bidder.</td>
<td></td>
</tr>
<tr>
<td>o MPW must keep strictly confidential the list of companies that have registered for bidding until bid opening.</td>
<td></td>
</tr>
<tr>
<td>o There will be no pre qualification of bidders. Post-qualification criteria will be agreed between ADB and DGH before procurement commences.</td>
<td></td>
</tr>
<tr>
<td>o An integrity pact in the form of 'Form 2' Chapter V of Presidential Decree 80/2003 will be signed by the Project Manager and each member of the procurement committee before the tender advertisement is placed.</td>
<td></td>
</tr>
<tr>
<td>o An integrity pact in the form of 'Form 2' Chapter V of Presidential Decree 80/2003 will be signed by each bidder and submitted with their bid.</td>
<td></td>
</tr>
<tr>
<td>o The request for NOL to contract award will include copies of 'Form 2' Chapter V of Presidential Decree 80/2003 signed by relevant parties.</td>
<td></td>
</tr>
<tr>
<td>o Representatives from relevant local civil society organisations will be invited to each bid opening. At least seven days advance notification regarding the date and location of bid opening will be provided.</td>
<td></td>
</tr>
<tr>
<td>o The Project Management Manual will include/specify requirements to ensure procurement exercises are conducted in a timely manner and sanctions for breach of these requirements. ADB and MPW will ensure that the deadlines are adhered to on all procurement exercises.</td>
<td></td>
</tr>
<tr>
<td>o The &quot;long list&quot; (list of all bids received) and reasons for any bid being declared non-responsive will be provided to ADB part of the NOL process.</td>
<td></td>
</tr>
</tbody>
</table>

The following will apply to all RRDP civil works procurement:

- ADB and/or ISDB eligibility criteria will apply to all civil works procurement.
| Strengthened financial and procurement capacity of provincial Project Implementation Units | Each PIU/Satker will include a qualified procurement specialist and a financial management specialist whose duties will include ensuring adequate record keeping for audit purposes. The Project Management Manual will include a financial management action plan setting out, among other things, internal controls and strengthened payment validation procedures, as well as development of and training in Financial Management. The financial management action plan will also specify the broad financial parameters for RRDP, including:
- Categories of eligible expenditure, and
- Requirements for Contractors, such as setting up a separate account that is only permitted to hold RRDP funds and is auditable by the independent auditor.
MPW will conduct training of project staff in procurement and financial management, including the requirements of this ACAP. |
| Improved financial and technical project audits | MPW will engage a private sector accounting firm as the independent auditor for RRDP. The independent auditor will undertake external project audits with a focus on:
- Detecting corruption and collusion in procurement processes (including sample audits of procurement processes) and during contract implementation;
- Detecting noncompliance with key financial management requirements, with a focus on the process for validating payments to contractors;
- Detecting misappropriation of funds. |
The independent auditor will also conduct annual audits of the special purpose project financial statements. MPW will consult ADB on the scope of services for the independent audit contractor.

MPW will engage a firm, to conduct sample technical audits during civil works implementation to examine the quality and effectiveness of implementation, including environmental aspects. MPW will impose available sanctions on contractors based on the outcomes of technical audits. ADB reserves the right to withhold loan payments relating to a particular sub-project where adequate measures are not taken to avoid poor quality works.

As far as possible, audits will be scheduled so that the results can be used to improve the remainder of the works, and the results of technical audit shall be taken into consideration by the persons evaluating each package for Provisional Handover.

The criteria and timeframe of the technical and financial audits will be described in the FAM.

| Government to government communications protocol in relation to corruption cases. | Once every 6 months there will be a meeting between MPW (Secretary General), Ministry of Finance (Director General, Treasury) and ADB to discuss key audit report findings including those relating to fraud and corruption. The meeting will review the actions already taken in response to those findings and require further actions as necessary including:
  - a change to RRDP procedures;
  - disciplinary action against contractor/consultant and/or Government officials involved;
  - referral of case for investigation/prosecution by the Independent Auditor and/or relevant Government agency. | ADB, MPW, Ministry of Finance |

**D. Complaints Handling**

| Enhanced complaints handling procedures | Regulation of the Minister for Public Works No.323/PRT/M/2005 "Concerning a Mechanism for Handling the Information from the Public relating to Public Works" will be implemented for RRDP with the following enhancements:
  - Complaints may be submitted by post, telephone, fax or mail to either the MPW Directorate of Planning (PMU) or the MPW Inspectorate General. The party to which the complaint is submitted is responsible for handling the complaint.
  - Anonymous complaints are permitted.
  - The identity of informants will be kept confidential. MPW will implement procedures to ensure this requirement is strictly enforced.
  - All complaints will be responded to within 7 days of receipt.
  - Complaints will be referred in a timely manner to the independent audit firm or relevant Government of Indonesia agencies for investigation and prosecution as appropriate. | MPW Inspectorate General's Office and the Director General for Highways |
Complaints deemed possible serious infringements may be further investigated by ADB. The status of all complaints will be recorded and consolidated into a monthly report by the Inspectorate General. This report will be provided to ADB via the PMU and the Director General.

In addition, ADB may establish a complaints handling mechanism to deal with complaints that are submitted directly to ADB. In general, these complaints will be referred back to MPW for investigation and follow up.

<table>
<thead>
<tr>
<th>E. Sanctions and Remedies</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sanctions for Companies</strong></td>
<td>As a condition of loan effectiveness, MPW must develop guidelines satisfactory to ADB setting out the sanctions that will be applied to consultants and contractors found to be involved in corrupt conduct associated with the project. These will include:</td>
</tr>
<tr>
<td></td>
<td>o Where evidence of fraud, collusion or corruption is found, MPW will immediately terminate the contract and may impose additional sanctions such as claiming forfeiture of the Performance Security, and/or blacklisting of the company.</td>
</tr>
<tr>
<td></td>
<td>o Cases where evidence of corruption is found and sanctions are imposed may be publicised on the RRDP website.</td>
</tr>
<tr>
<td><strong>Sanctions for Public officials</strong></td>
<td>As a condition of loan effectiveness, MPW must develop guidelines satisfactory to ADB setting out the sanctions that will be applied to public officials found to be involved in corrupt conduct associated with the project. The sanctions will include relieving the officer of his/her duties on RRDP during the investigation period.</td>
</tr>
<tr>
<td><strong>Suspension of sub-projects</strong></td>
<td>The project may be suspended in any geographic location where corruption cases are not dealt with effectively.</td>
</tr>
<tr>
<td><strong>Misprocurement</strong></td>
<td>ADB will not declare misprocurement without first sharing and discussing all information with MPW's Inspectorate General (IG). It is understood that Minister for Public Works may forward the information to the Police (in the case of ordinary crime) or to the Attorney General (in the case of corruption).</td>
</tr>
</tbody>
</table>
XI. ACCOUNTABILITY MECHANISM

85. People who are, or may in the future be, adversely affected by the project may address complaints to ADB, or request the review of ADB’s compliance under the Accountability Mechanism.  

\[18\] For further information see: http://compliance.adb.org/.
XII. RECORD OF PAM CHANGES

86. All revisions/updates during course of implementation should retained in this Section to provide a chronological history of changes to implemented arrangements recorded in the PAM.