



Technical Assistance Report

Project Number: 48109
Regional–Capacity Development Technical Assistance (R-CDTA)
June 2014

Sustainable Environmental Management of Projects in Central and West Asia

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
CWA	–	Central and West Asia
CWRD	–	Central and West Asia Department
CWOD- PSS	–	Portfolio, Results, Safeguards and Social Sector Unit
DMC	–	developing member country
EMP	–	environmental management plan
EMR	–	environmental monitoring report
PEMS	–	project environmental monitoring solution
SSEMP	–	site-specific environmental management plan
TA	–	technical assistance

NOTE

In this report, "\$" refers to US dollars.

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 48109-001	
Project Name	Sustainable Environmental Management of Projects in Central and West Asia	Department /Division	CWRD/CWOD-PSS
Country Borrower	REG n/a	Executing Agency	Asian Development Bank
2. Sector	Subsector(s)	ADB Financing (\$ million)	
✓ Agriculture, natural resources and rural development	Water-based natural resources management	0.30	
Energy	Energy sector development and institutional reform	0.30	
Public sector management	Public administration	0.30	
Transport	Road transport (non-urban)	0.30	
Water and other urban infrastructure and services	Other urban services	0.30	
		Total	1.50
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth	Pillar 2: Access to economic opportunities, including jobs, made more inclusive	Climate Change impact on the Project	Low
Environmentally sustainable growth	Environmental policy and legislation		
Regional integration	Pillar 4: Other regional public goods		
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development	Civil society participation Institutional development Organizational development	No gender elements (NGE)	✓
Knowledge solutions	Knowledge sharing activities		
Private sector development	Conducive policy and institutional environment Public sector goods and services essential for private sector development		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Regional	High
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		1.50	
Sovereign Capacity development technical assistance: Technical Assistance Special Fund		1.50	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		1.50	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. All investment projects proposed for Asian Development Bank (ADB) financing are required to conduct environmental assessments—including environmental analysis and planning to manage the environmental impacts and risks associated with a project—at an early stage of project preparation. Depending on the significance of project impacts and risks, the assessment may comprise a full-scale environmental impact assessment for category A projects, and initial environmental examination for category B projects. An environmental management plan (EMP) prepared as part of the environmental assessment document presents the framework for implementing the mitigation measures for the impacts identified in the environmental assessment study. The EMP also includes environmental monitoring and reporting requirements, emergency response procedures, related institutional or organizational arrangements, capacity development and training measures, implementation schedule, cost estimates, and performance indicators.

2. During project implementation, the executing agencies oversee the application of the EMP. They are encouraged to prepare a site-specific EMP (SSEMP) as international best practice to monitor the progress of implementation of the environmental mitigation measures specific to the site conditions. The executing agencies are also responsible for preparing periodic environmental monitoring reports (EMRs) that describe progress with implementation of the EMP or SSEMP, compliance issues, and corrective actions, if any. The executing agencies are required to submit at least semiannual EMRs during construction for projects likely to have significant adverse environmental impacts, or quarterly EMRs for highly complex and sensitive projects. Such periodic reports are posted in a location accessible to the public in addition to being disclosed on the ADB website.

3. For ADB-financed projects in developing member countries (DMCs) of Central and West Asia (CWA), the executing agencies have requested ADB to provide environmental management capacity building to the project management units. This would enable the executing agencies' project environment specialists to effectively monitor preparation of the SSEMP and progress of EMP and SSEMP implementation, assess the compliance status, recommend corrective actions as needed, and prepare EMRs of internationally acceptable quality on time. This regional technical assistance (TA) will support building the capacity of the executing agencies for environmental safeguard implementation and help sustain the acquired environmental management capacity across the region.¹ For each country, government concurrence with its participation in the TA will be obtained before TA commencement. The TA design and monitoring framework is provided in Appendix 1.

II. ISSUES

4. Currently, 126 projects are under implementation across all sectors in 10 CWA DMCs; most projects involve large-scale construction and are classified as category A (16%) or category B (68%) for environment. Over the past few years, the quality of environmental impact assessments, initial environmental examinations, and EMPs as well as timeliness of submission and disclosure of these safeguard documents have improved. However, there is room for further improvement particularly as regards implementing the EMPs and preparing and operationalizing the SSEMPs. The capacity of the executing agencies' environment specialists needs

¹ The ADB vice-president, Operations 1 approved the TA concept paper on 9 April 2014. The TA first appeared in the business opportunities section of ADB's website on 16 April 2014. As a regional TA it was not included in the country operations business plans of the individual DMCs covered by the Central and West Asia Department (CWRD).

strengthening, including monitoring the preparation and field implementation of EMPs and SSEMPs. Also, further capacity needs to be built to respond to scenarios not presented in the EMPs. Such scenarios could otherwise potentially result in noncompliance with the Safeguard Policy Statement, and thus could become a bottleneck to the overall implementation of the project.

5. In 2010, CWRD launched a Regional TA for Improving the Implementation of Environmental Safeguards in Central and West Asia (2010 TA) to provide training in environmental risk assessment and in the preparation and implementation of SSEMPs across all 10 DMCs of the region.² The TA was designed to provide continuous environmental management support to the executing agencies of all projects under implementation across these 10 DMCs. Comprehensive training materials were produced to build the capacity of executing agencies and project staff in these areas.

6. The 2010 TA required that one national environmental firm be hired in each DMC, through an indefinite delivery contract, to conduct environmental auditing and environmental management training of executing agencies on a continuous or as needed basis, throughout the life of the TA. However, this approach could not be fully realized as national environmental firms did not exist in each of the DMCs.³ As a result, contrary to original design, firms had to be hired internationally, with one firm covering more than one country, which had logistical and cost implications. Furthermore, the staff of the national firm was required to fulfill international experience requirements so as to be able to work across borders, which also became a constraint. Therefore, the model of continued training could not be implemented as designed. However, comprehensive materials for training were developed, which will also be used in this TA. A first round of auditing and training has been under way since 2013 and is expected to finish by mid-2014. Training of executing agencies will continue to be required. This will also help reducing the reliance on project supervision consultants' international environment specialists (often recruited only on intermittent basis) and instead focuses on directly enhancing the executing agencies' environmental management capacity, or that of their individual environment specialists. Development of an environmental monitoring solution, implemented through DMC-based national environmental safeguards consultants, will build in-house national expertise in environmental management at the level of the executing agencies, and will result in stronger capacity of the executing agencies for implementing EMPs and SSEMPs across future projects in the participating DMCs of the CWA region.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The impact will be sustained environmental compliance across all ADB-financed projects in participating DMCs across CWA region. The outcome will be improved implementation of SSEMPs for category A and B projects in participating DMCs across the CWA region.

² ADB. 2010. *Technical Assistance for Improving the Implementation of Environmental Safeguards in Central and West Asia*. Manila (TA 7548-REG, \$800,000, approved on 21 June, with a revised completion date of 31 December 2014, and additional funding of \$750,000 approved on 12 August 2013).

³ From the 10 DMCs, expressions of interest were submitted to ADB by only six firms. From these, at the bidding stage only four were found to be eligible, and were selected to cover the CWA region.

B. Methodology and Key Activities

8. The TA will have three outputs: (i) project environmental monitoring solution (PEMS) developed; (ii) environmental management capacity of executing agencies enhanced; and (iii) executing agency performance on environmental management showcased.

9. Output 1 will be delivered through development and implementation of a continuous PEMS. The PEMS will serve as a monitoring, feedback, and training loop that will result in a solution customized to meet the needs and specific capacity gaps of each executing agency. The international environmental safeguards consultant will conduct a sector-focused capacity gap analysis. The international environmental safeguards consultant will develop a five-point ranking system on safeguards compliance, which will provide detailed criteria for ranking environmental compliance of ongoing projects. This ranking system will be used to accurately measure biannually the level and quality of environmental compliance in each ongoing project. After consultations with the directors and environment specialists of the executing agencies' project management units, and ADB's project team leaders in the sector divisions, a framework for the PEMS will be developed by incorporating any concerns over implementation issues. The PEMS framework will be finalized and then implemented in the field by national environmental safeguards consultants placed at ADB's resident mission in each participating DMC.

10. Output 2 will be achieved by developing and implementing the capacity enhancement plan. The quality of environmental management and compliance in ongoing projects is expected to increase with the implementation of the PEMS framework. The national environmental safeguards consultant placed at each resident mission will closely interact with each executing agency's project management unit, identifying executing agency- or sector-specific issues and customizing the PEMS for each executing agency. The national environmental safeguards consultant will achieve this through continuous involvement and close cooperation with all executing agencies and ADB project team leaders, and by conducting regular site visits. The national environmental safeguards consultant will first assess the capacity gaps and then develop and operationalize targeted and sustainable executing agency-specific capacity enhancement plans. Additional gaps found by the national environmental safeguards consultant will be bridged through the continuous monitoring, feedback, and training loop. Each national environmental safeguards consultant will have the annual target of improving the compliance of their projects by one ranking point, thereby ensuring improvement in environmental management at the executing agencies.

11. Output 3 will showcase the improvement in environmental management performance by the executing agencies. The national environmental safeguards consultant at the resident mission will liaise with government environmental institutions and agencies and nongovernment agencies in each participating DMC to establish a national environment network. This national environment network will promote better understanding of the implementation of environmental safeguards in the field, and will assist in developing mechanisms to overcome the challenges at various stages of implementation. The national environmental safeguards consultant will also prepare knowledge products to showcase the successes of executing agencies and their improved ranking in environmental management; these will be instrumental in improving environmental management capacity across all executing agencies in the participating DMCs.

12. Frequently conducted, project-focused environmental management and risk assessment training for each executing agency across the participating DMCs will increase national self-reliance in these areas. The TA through its continuous monitoring, feedback and training loop will address the prevailing situation of frequent turnover of executing agency environment staff

by training all new staff. As a result, the TA will train a greater number of environmental professionals, thus moving toward sustainable environmental management.

13. The key assumption to the success of the TA is that the executing agency environmental staff trained through the PEMS will be retained. In the event that staff turnover does occur, the nature of the capacity enhancement program is such that training will be repeated regularly, and will resemble the model of continuous on-the-job training to counter the impacts of staff turnover. The risk that the TA faces is that the prolonged decision-making process of executing agencies may cause delays in endorsing the ranking criteria, which could lead to long delays in actually implementing the PEMS. This risk will be managed by the active involvement and follow-up of the international environment consultant in keeping the process directed and well-paced.

C. Cost and Financing

14. The TA is estimated to cost \$1,500,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources). The detailed cost estimates and financing plan are provided in Appendix 2.

D. Implementation Arrangements

15. The TA will be implemented over 38 months from July 2014 to December 2017. All CWA DMCs are eligible to benefit from the TA. Due to limited funding resources, the DMCs with larger portfolio size and greater number of ongoing environmental category A and B projects will be prioritized to maximize the country-specific scale of benefits.⁴ Timeliness of DMCs' concurrence to participate in the TA and readiness to hire a national environment consultant will also be considered to minimize project start-up delays. Appropriate adjustments will be made as needed.

16. ADB, through CWRD's Portfolio, Results, Safeguards and Social Sector Unit (CWOD-PSS) in collaboration with CWRD's sector divisions and resident missions concerned, will be the TA executing agency. CWOD-PSS will be responsible for overall management and coordination of the TA. The total consultant input for the TA is anticipated to be 219 person-months. The TA will utilize the services of: one international environmental safeguards consultant (headquarters-based, 18 person-months, intermittent) to prepare the ranking criteria and project environmental monitoring solution, and manage the knowledge product preparation process across all participating DMCs; five national environmental safeguards consultants (180 person-months, full time), one in each participating DMC to implement the capacity-building program by delivering the training, customizing it for each executing agency, and reviewing the progress of environmental management on site for each ongoing project in the participating DMCs; while one national TA support consultant (headquarters-based, 21 person-months, intermittent) will be hired to provide support to the TA implementation. All consultants will be engaged individually by ADB in accordance with its Guidelines on the Use of Consultants (2013, as amended from time to time). The outline terms of reference for consultants is provided in Appendix 3.

⁴ The top five CWA DMCs in terms of portfolio size are Pakistan, Uzbekistan, Afghanistan, Kazakhstan, and Azerbaijan, while the top five CWA DMCs in terms of number of projects are Afghanistan, Uzbekistan, Pakistan, Tajikistan, and the Kyrgyz Republic. For TA budgeting purposes, the top five CWA DMCs in terms of number of projects are being considered. The final participating DMCs will be confirmed at the inception stage, and may be further adjusted as needed during project implementation. Based on implementation progress, additional financing will be considered to meet the future needs for environmental capacity enhancement of the remaining DMCs in the region.

17. The CWOD-PSS senior environment specialist will carry out TA coordination, assisted by the national TA support consultant and the international environmental safeguards consultant. This includes coordinating all activities with the participating DMCs and the national environmental safeguards consultants. The international environmental safeguards consultant will assist in obtaining government concurrence with the TA and oversee the technical outputs of the national environmental safeguards consultants. The international environmental safeguards consultant will develop the ranking criteria against which the national environmental safeguards consultants will measure the quality of environmental compliance of each ongoing environment category A and B project. The national environmental safeguards consultants will implement the PEMS through regularly visiting the project sites and monitoring progress thereby enhancing the capacity of the executing agencies in environmental management. All disbursements will be made in accordance with the guidelines provided in ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). No TA activity will commence in any participating DMC until the DMC provides a no-objection letter.

18. The CWOD-PSS senior environment specialist will monitor TA progress by reviewing the quality and timeliness of the outputs, and, if required, will provide feedback to improve quality of the outputs. Workshops will be held for information dissemination and consensus building. The executing agencies will submit project-specific EMRs monthly to the national environmental safeguards consultants; biannual submissions will be made for disclosure to the ADB and executing agencies' websites as required by ADB's Safeguard Policy Statement (2009). Good practices will be recorded and disseminated as case studies and shared through workshops. A full accomplishment assessment will be undertaken at TA completion to report on sustainable environmental management of projects in the CWA region.

19. The knowledge products, prepared by the national environment consultant to showcase the environmental performance of the executing agencies and their environment teams, will be disseminated through the CWRD website and shared at the departmental level by CWOD-PSS through its regular safeguards outreach program.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,500,000 on a grant basis for Sustainable Environmental Management of Projects in Central and West Asia, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact Sustained environmental compliance across all ADB-financed projects in participating DMCs across CWA region</p>	<p>By 2020 Delays in project implementation in participating DMCs (due to environmental issues on site) prevented</p>	<p>Project performance report</p> <p>ADB's country safeguards review reports</p> <p>ADB's country portfolio review reports</p>	<p>Assumption Full ownership by all participating DMCs</p> <p>Risk Political priorities may change.</p>
<p>Outcome Improved Implementation of SSEMPs for category A and B projects in participating DMCs across CWA region</p>	<p>By 2017 100% disclosure of EMRs (2013 baseline: EMR disclosure rate 76%)</p> <p>80% of EMRs received are ready for immediate disclosure (2013 baseline: 50% of EMRs received are of a quality fit for disclosure)</p>	<p>National environmental safeguard consultants' biannual TA reports</p> <p>ADB website (disclosure)</p> <p>Chief compliance officer's annual review report of SPS compliance</p>	<p>Assumption Executing agencies' leaders remain fully committed to improving the quality of environmental management.</p> <p>Risk Change in leadership at the participating executing agencies</p>
<p>Outputs</p> <p>1. Project environmental monitoring solution developed</p> <p>2. Environmental management capacity of executing agencies enhanced</p> <p>3. Executing agency performance on environmental management showcased</p>	<p>By end of 2014 Ranking criteria endorsed by executing agencies of participating DMCs</p> <p>At least 5 workshops completed in participating DMCs</p> <p>By 2017 Capacity building package received by all executing agency focal persons in participating DMCs</p> <p>Executing agency focal persons submit to ADB SSEMPs and EMRs of acceptable quality</p> <p>Case studies developed as knowledge products by 2017</p> <p>Environmental</p>	<p>International environmental safeguards consultant's project progress report</p> <p>Executing agency report on consultation workshop</p> <p>National environmental safeguards consultants' progress reports</p> <p>International environmental safeguards consultant's project progress report</p>	<p>Assumption Environmental staff retained at executing agencies.</p> <p>Risk Prolonged decision-making process at executing agency may cause delay in endorsing ranking criteria.</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
	stakeholders' network established in each participating DMCs by 2015		
<p>Activities with Milestones</p> <p>1. Project environmental monitoring solution developed</p> <p>1.1 International environmental safeguards consultant hired in Q3 2014.</p> <p>1.2 Participating executing agencies' focal persons selected by the end of Q3 2014.</p> <p>1.3 Ranking criteria for measuring quality of environmental monitoring developed in Q4 2014.</p> <p>1.4 Ranking criteria and project environmental monitoring solution shared with executing agencies through a workshop at the end of Q4 2014.</p> <p>2. Environmental management capacity of executing agencies enhanced</p> <p>2.1 Hiring of national environmental safeguards consultants begins in participating DMCs in Q3 2014.</p> <p>2.2 National environmental safeguards consultant conducts monthly site visits starting in Q4 2014, based on approved work plan.</p> <p>2.3 National environmental safeguards consultant conducts monthly thematic training for executing agencies and contractors on site starting in Q4 2014 or Q1 2015 (including EMR preparation, EMP implementation).</p> <p>2.4 National environmental safeguards consultant performs ranking of environmental compliance of all projects in each participating DMC based on ranking criteria developed from the end of Q1 2015.</p> <p>2.5 National environmental safeguards consultant will update environmental compliance ranking every 6 months based on executing agencies' and contractors' performance (from the end of Q3 2015).</p> <p>3. Executing agency performance on environmental management showcased</p> <p>3.1 Based on field findings and results of PEMS implementation all national environmental safeguards consultants prepare knowledge products biannually beginning Q1 2015, until the end of the TA.</p> <p>3.2 National environmental safeguards consultant mobilize environmental stakeholders to form a network of national environmental experts by Q1 2015.</p>			<p>Inputs ADB: \$1,500,000 (TASF-other sources)</p>

ADB = Asian Development Bank, CWA = Central and West Asia, DMC = developing member country, EMP = environmental management plan, EMR = environmental monitoring report, Q = quarter, SPS = Safeguard Policy Statement, SSEMP = site-specific EMP, TA = technical assistance.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN

(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	277.0
ii. National consultants	948.0
b. International and local travel	180.0
c. Reports and communications	15.0
2. Equipment ^b	3.0
3. Training seminars and workshops	20.0
4. Miscellaneous administration and support costs ^c	7.0
5. Contingencies	50.0
Total	1,500.0

^a Financed by ADB's Technical Assistance Special Fund (TASF-other sources).

^b A computer will be provided to the national consultant at headquarters, which will be procured by ADB under the TA. The computer will be turned over to ADB upon completion of the TA pursuant to ADB's Project Administration Instructions 5.09: Administering Grant-Financed Technical Assistance Projects (2013 as amended from time to time). All purchases will be made in accordance with ADB's Procurement Guidelines (2013, as amended from time to time).

^c Miscellaneous budget includes interpreting cost.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. International Consultant

1. **International environmental safeguards consultant** (18 person-months, intermittent)
 - (i) The international environmental safeguards consultant will work with the executing agencies and national environmental consultants to determine what gaps exist in project-specific environmental management capacity, both on the part of the executing agency and among contractors.
 - (ii) The international environmental safeguards consultant will develop detailed ranking criteria for environmental compliance. The criteria will determine the degree of environmental compliance using a 5-point ranking system with regard to implementation of the project environmental management plan (EMP) specific to the site.
 - (iii) The international environmental safeguards consultant will assist in managing the regionally based national consultants in participating developing member countries (DMCs), and will work with them to monitor their outputs as agreed with the CWRD Portfolio, Results, Safeguards, and Social Sector (CWOD-PSS) senior environment specialist through their individual work plans.
 - (iv) The international environmental safeguards consultant will take care of all administrative matters relating to the regional technical assistance (TA), including monitoring the timeline of submission of knowledge products produced by the national consultants.

B. National Consultants

2. **National environmental safeguards consultant** (5 consultants, total of 180 person-months, continuous). One national environmental safeguards consultant will be based in each resident mission of the five participating DMCs.¹
 - (i) The national environmental safeguards consultant will be responsible for identifying the environmental management capacity gaps in consultation with the international TA support consultant. The national environment consultant will develop executing-agency-wide capacity enhancement plans and will ensure that the capacity gaps are overcome with customized training. For this purpose, the consultants will use the CWRD environmental safeguards information kit and associated materials.
 - (ii) Where certain materials are not available in the CWRD kit, the national environmental safeguards consultant will develop them as needed.
 - (iii) The national environmental safeguards consultant will ensure that the capacity of the executing agency and contractors is built by implementing the site-specific environmental monitoring plans to the standards reflected in the Asian Development Bank (ADB) Safeguard Policy Statement (2009). The national environment consultant will be responsible for ensuring the highest standard of capacity of all contractors and executing agencies working in the DMC.
 - (iv) The national environmental safeguards consultant will also be responsible for ensuring that the capacity increases each year by at least one ranking point, as monitored through the ranking system. The national environment consultant will

¹ For budgeting purposes the top five CWA DMCs in terms of number of projects are being considered: Afghanistan, Uzbekistan, Pakistan, Tajikistan, and the Kyrgyz Republic. The final participating DMCs will be confirmed at the inception stage.

perform the ranking as stipulated in the ranking methodology for each project on a monthly basis.

- (v) The national environmental safeguards consultant will conduct periodic (monthly or as deemed necessary) site visits to all projects under implementation to validate the monthly reports received from the contractors.
- (vi) The national environmental safeguards consultant, in consultation with and under the guidance of the CWOD-PSS senior environment specialist, will prepare at least one case study of good or bad practice every 6 months.
- (vii) The national environmental safeguards consultant will form an environment partners' coordination group, including environmental government or nongovernment groups active in environmental conservation and betterment in the country. The overarching objective of this group will be to build trust between environment players in the country and ADB, which will be achieved by creating an awareness of ADB activities in the country as well as obtaining nongovernment organization and government partner feedback.

3. **National technical assistance support consultant** (21 person-months, intermittent). The ADB headquarters-based national TA support consultant will provide direct support to the TA task manager (i.e., CWOD-PSS senior environment specialist). The consultants will help optimize all TA activities to achieve the planned outputs.