

Project Administration Manual

Project Number: 37075-023
Loan and/or Grant Number(s): G0555
25 March 2021

Islamic Republic of Afghanistan: Proposed Grant for Qaisar–Dari Bum Road Project

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
CAREC	–	Central Asia Regional Economic Cooperation
CPS	–	country partnership strategy
EMP	–	environmental management plan
GDP	–	gross domestic product
OCB	–	open competitive bidding
km	–	kilometer
MFF	–	multi-tranche financing facility
MOF	–	Ministry of Finance
MPW	–	Ministry of Public Works
NPA	–	National Procurement Authority
PAM	–	project administration manual
PMO	–	project management office
QCBS	–	quality- and cost based selection
RRP	–	report and recommendation of the President to the Board
SOE	–	statement of expenditures
SPS	–	Safeguard Policy Statement
TOR	–	terms of reference

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Project Administration Manual Purpose and Process

The project administration manual (PAM) describes the essential administrative and management requirements to implement the project on time, within budget, and in accordance with the policies and procedures of the government and Asian Development Bank (ADB). The PAM should include references to all available templates and instructions either through linkages to relevant URLs or directly incorporated in the PAM.

The Ministry of Finance and Ministry of Public Works are wholly responsible for the implementation of ADB-financed projects, as agreed jointly between the borrower and ADB, and in accordance with the policies and procedures of the government and ADB. ADB staff is responsible for supporting implementation including compliance by the Ministry of Finance and Ministry of Public Works of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At grant negotiations, the borrower and ADB shall agree to the PAM and ensure consistency with the grant 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 grant agreement, the provisions of the grant agreement shall prevail.

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

I. PROJECT DESCRIPTION

1. The proposed grant will finance the construction of a 151-Kilometer section of road in the northwestern Afghanistan from Qaisar to Dari Bum, which is the last missing link of the national ring road (the Ring Road) and the top priority on the nation's strategic corridors. The road section is also part of the Central Asia Regional Economic Cooperation Program (CAREC) strategic corridor. The proposed project will also include community development works; strengthen capacity for the implementing agency; and provide capacity building for stakeholders involved in the transport sector on climate change and disaster risk reduction.
2. Surrounded by six countries, Afghanistan's strategic location along the ancient Silk Route provides crucial link for Central Asia, South Asia, and the Middle East. It is also, a conduit to access ports in Pakistan and on the Caspian Sea for trade with Europe and the Middle East. Due to the country's geographic terrain and pattern of human settlement, road transport is the most common mode of transport in Afghanistan. In the two decades of wars and conflicts since 1980, 70% of transport infrastructure, mainly road structures, was damaged by different warring factions or deteriorated in the absence of maintenance. Following the intervention of the United States in 2001, reconstruction of the country began, with the support of the development partners including the Asian Development Bank (ADB), who has been the major donor in the rehabilitation and reconstruction of regional and national roads. Afghanistan's location also places the country at high risk from disasters triggered by natural hazards, such as floods, drought, landslides, earthquake, which often damages roads and impact the performance of the transport sector.
3. The Ring Road, with a total length of 2,210 km, is the backbone of the Afghanistan's transport network and the principal conduit for national and international passenger and freight traffic. More than 80 percent of Afghans now live within 50 km of the Ring Road. The Ring Road interconnects the country's four major cities namely Kabul, Kandahar, Herat and Mazar-e-Sherif, and passes through secondary cities such as Doshi, Pul-e-Khumry, Faryab, Badghis, and Ghazni. Rehabilitation of the Ring Road started in 2002, with the southern part (Kabul-Kandahar-Herat section) completed under Rehabilitation of Economics Facilities and Services program of the USAID together with the assistance of JICA and the Government of Saudi Arabia. For the northern part, the World Bank has completed Kabul- Doshi section and the Islamic Development Bank (IsDB) has completed Doshi- Polykhumri section. In addition, IsDB is also financing the ongoing construction of Doshi-Pul-e-Khumri section, while the Government of Saudi Arabia is financing the ongoing construction of Armalik-Leman section. ADB is committed to financing the remaining part of the Ring Road, and in 2010, completed the section from Pul-e-Khumri to Qaisar. Qaisar to Leman is the final missing link of the Ring Road, and remains to be completed.
4. The proposed section, between Qaisar to Dari Bum, will close the gap and enable the Ring Road to fully perform its role as the backbone of the national transport system. When completed, the Ring Road will substantially improve regional connectivity and intercity efficiency, reduce operating costs, improve safety, and increase communities' access to social services and infrastructure. A community development component, which will address basic infrastructure such as rural access roads, culverts, mosques, small-scale irrigation schemes, etc., will be included in the proposed project to support local communities within the project road area, and increase communities' engagement in the project thereby contributing towards the sustainability of the project. A capacity building component on mainstreaming climate change and disaster risk in the transport sector will also be included in the proposed project, to strengthen resilience of the sector.

5. The proposed project will also provide development of institutional capacity development for the MPW by introducing and supporting the operation of the program management office (PMO) to ensure successful implementation of ADB transport program. Overall, the proposed project will benefit Afghanistan's economy through investment and job creation in the areas. It will also contribute indirectly to stability and security in this remote part of the country.

6. The proposed project ranked first among the investment priorities of the road improvement master plan. The proposed project is programmed under the Afghanistan National Development Strategy¹ (ANDS) and part of a strategic international and regional corridor. The proposed project is relevant to achieving results of the Interim Country Partnership Strategy 2017–2018 and included in the Country Operations Business Plan 2017–2020.

7. The proposed project's impacts will be increased national trade in and through northwestern Afghanistan. The outcome will be an efficient and reliable road network developed in northwest Afghanistan. The outputs will be (i) the last missing link of national Ring Road constructed, (ii) roadside infrastructure needs for 60 local communities installed or constructed; (iii) institutional capacity of MPW and PMO developed; and (iv) disaster reduction and climate change adaptation capacity in the road sector improved.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Table 1: Project Readiness Activities (as of 2017)

Indicative Activities	2017						Responsible Individual/Unit/Agency/ Government
	July	Aug	Sept	Oct	Nov	Dec	
Advance contracting actions			X				MOF/MPW/ADB
Establish project implementation arrangements			X				MOF/MPW/ADB
ADB Board approval			X				ADB
Grant signing				X			MOF/ADB
Government legal opinion provided					X		MOF/MOJ/ADB
Government budget inclusion					X		MPW/MOF
Grant effectiveness						X	MOF/ADB

ADB = Asian Development Bank, MOF = Ministry of Finance, MOJ = Ministry of Justice, MPW = Ministry of Public Works.

Source: Asian Development Bank.

		2017		2018				2019				2020				2021				2022			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.2	Undertake climate change and DRR of the road sector (Mar 2019)																						
4.3	Undertake probabilistic flood risk assessment for the road section (Dec 2018)																						
4.4	Review and recommend changes in road design standards (Jun 2019)																						
4.5	Deliver three trainings (Dec 2019)																						
B.	Management Activities																						
1.	Procurement plan key activities to procure contract packages																						
2.	Consultant selection procedures																						
3.	Environmental management plan key activities																						
4.	Communication strategy key activities																						
5.	Annual and/or midterm review																						
6.	Project completion report																						

DED = detailed engineering design, DMF = design and monitoring framework, DRR = disaster risk reduction, LARP = land acquisition and resettlement plan. Source: Asian Development Bank estimates.

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations: Roles and Responsibilities

Table 3: Management Roles and Responsibilities

Project Implementation Organizations	Management Roles and Responsibilities
Ministry of Finance (Recipient and Executing Agency)	<ul style="list-style-type: none"> • Facilitate negotiation, signing, and execution of the grant agreements • Monitoring project progress and instructing MPW to take corrective action to prevent significant variations and deviations from schedules and budgets (if any) • Ensure timely submission of the withdrawal applications to ADB
Ministry of Public Works (Implementing Agency)	<ul style="list-style-type: none"> • Focal point for communication with ADB on project related matters, and signatory to important documents such as consultancy service contracts, withdrawal applications, and audit reports • Ensure timely and efficient completion of project • Ensure coordination with other concerned government agencies and development partners • Ensure that PMO is fully staffed and functional during the entire period of implementation • Conduct performance assessment of all PMO staff • Ensure compliance with grant covenants, ADB's guidelines, procedures, and policies
Program Management Office (Implementing Unit)	<ul style="list-style-type: none"> • Day-to-day implementation of the project, including administration of all civil works and consultancy contracts (instructing the supervision of the civil works and consultants, approving variations, suspending and terminating contracts)
ADB	<ul style="list-style-type: none"> • Supervise MPW's implementation of the project by: <ul style="list-style-type: none"> ▪ Providing the oversight on PMO administrative matters ▪ Providing oversight on project administration matters: Selecting the civil works contractors and recruitment of consulting firms and individual consultants. ▪ Reviewing and facilitating approval of project implementation and procurement documents submitted by EA ▪ Disclosing project information to the public ▪ Fielding review missions ▪ Facilitating knowledge sharing

ADB = Asian Development Bank, EA = executing agency, MPW = Ministry of Public Works, PMO = project management office.

Source: Asian Development Bank.

B. Key Persons Involved in Implementation

Executing Agency

Ministry of Finance

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Acting Minister

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Implementing Agency

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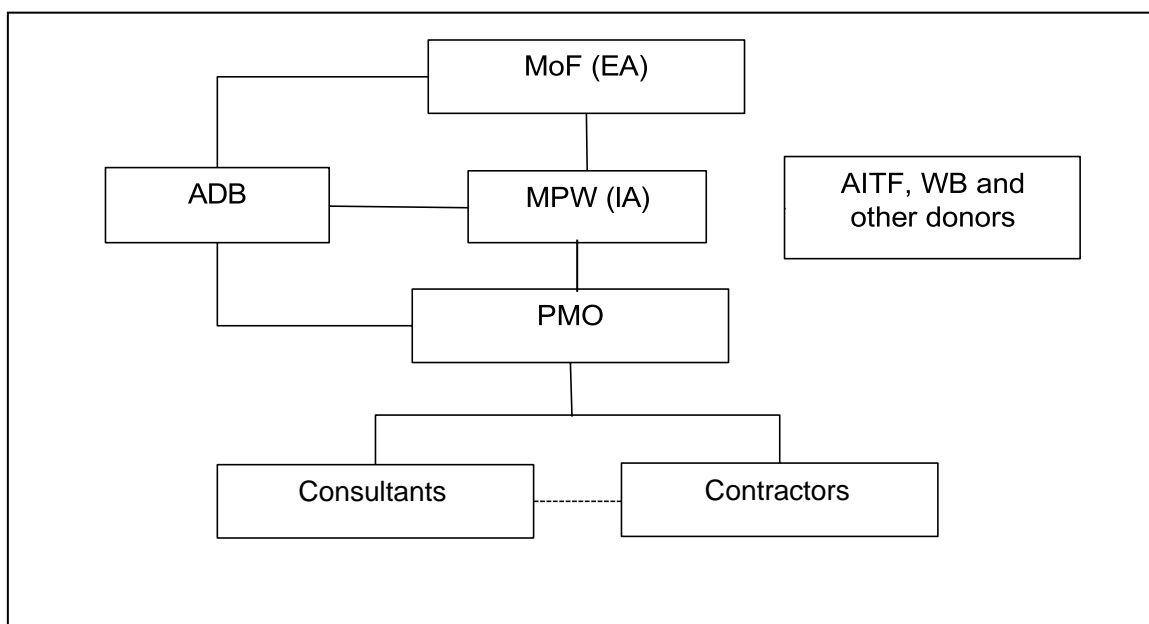
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C. Project Organization Structure



AITF = Afghanistan Infrastructure Trust Fund, ADB = Asian Development Bank, MOF = Ministry of Finance, MPW = Ministry of Public Works, PMO = Program Management Office, WB = World Bank.

9. **PMO Staff Structure.** The PMO that has already been established within MPW for day-to-day administration and execution of ADB-financed road sector projects will be responsible for day-to-day preparation and implementation of the investment program projects in accordance with the provisions of framework financing agreement, this PAM, and related legal agreements. The PMO will be strengthened through the transport network management capacity development. Capable PMO staff would be hired for a fixed term, and it was envisaged that they would evolve into a pool of core technical staff that would eventually become regular employees of the MPW and thus broaden the MPW's skills base.

10. The PMO staff structure will be reviewed and concurred by ADB on an annual basis. MPW will ensure an annual budget for PMO is prepared and submitted to ADB for its review and concurrence at the beginning of every December.

11. With the concurrence of MOF and ADB, MPW will be responsible for appointing a program director for the PMO with overall responsibility for the fulfillment of the PMO's mandate. In addition, the PMO shall comprise an adequate number of project managers, engineers, social safeguard specialists, environmental specialists and administrative staff with the experience and motivation necessary for successful implementation of each project.

12. MPW will ensure that, during the entire period of the project implementation, a team of staff on procurement, engineering, financial management, accounting, program monitoring and evaluation, legal, administrative, and secretarial staff remains in place. In addition, procurement, environment safeguards, and social safeguards specialists are also engaged to support the work of the PMO as appropriate by the signing of grant agreement and the transport network management capacity development component. PMO is also be equipped with the necessary office space, equipment, and facilities.

13. The PMO is composed of 44 staff as follows:

No	Designation	No. of Position	NTA Salary Grade
1	Program Director	1	Grade A
2	Project Manager	10	Grade B
3	Senior Highway Engineer Specialist	1	Grade B
4	Senior Bridge/Structure Engineer Specialist	1	Grade B
5	Senior Quantity/Cost Engineer Specialist	1	Grade B
6	Senior Material/Pavement Engineer Specialist	1	Grade B
7	Senior Contract Management Specialist	1	Grade B
8	Senior Safeguards Specialist	1	Grade B
9	Senior Legal Advisor	1	Grade B
10	Senior Finance Specialist	1	Grade B
11	Senior Procurement Specialist	1	Grade B
12	Senior Planning and Performance Monitoring Specialist	1	Grade B
13	Senior Reporting Engineer	1	Grade C
14	Senior Procurement Officer	1	Grade C
15	Senior Environmental Officer	1	Grade C
16	Senior Resettlement Officer	1	Grade C
17	Senior Gender ESM Officer	1	Grade C
18	Senior Admin/Operation Officer	1	Grade C
19	Senior HR Officer	1	Grade C
20	Senior IT Officer	1	Grade C
21	Finance Specialist	1	Grade C
22	Senior Finance Officer	1	Grade C
23	MIS Officer	1	Grade D
24	Finance Officer	1	Grade D
25	Office Assistant	1	Grade D
26	Document Control Officer/Receptionist	1	Grade D
27	Security Officer/Camera Operator	1	Grade D
28	Postman	1	Grade F
29	Driver	4	Grade G
30	Technician	1	Grade G
31	Cleaner	2	Grade H
	Total	44	

14. In addition to the abovementioned positions, the following intermittent positions shall also be filled for purpose of LAR works related to the proposed Kabul-Jalalabad Road Project (85km):

No.	Name	Position	No. of Position	NTA Salary Scale
1	Gran Agha Haiderzai	LAR Specialist	1	Grade C
2	Naqibullah Naqib	LAR Field Surveyor (Technical)	1	Grade C
3	Hamidullah Yousifzai	LAR Field Surveyor (Technical)	1	Grade C

4	Shoukatullah	LAR Field Supervisor	1	Grade C
5	Khushal Safi	LAR Field Supervisor	1	Grade C
6	Obaidullah Rafiqi	LAR Field Enumerator	1	Grade D
7	Sherullah Sharifzai	LAR Field Enumerator	1	Grade D
8	Samim Ahmadi	LAR Field Enumerator	1	Grade D
9	Rais Khan	LAR Field Enumerator	1	Grade D

15. **Process of recruiting PMO Staff:** The Program Director will prepare and submit to ADB for review the terms of reference (TOR) for each member of the PMO's full-time staff. These staff members are recruited by the PMO based on the following recruitment approach:

- (i) MPW/PMO staff does not need to request for NoL from ADB for the advertisement of the vacant positions so long as these are within the agreed PMO staffing plan and approved annual budget. PMO will notify ADB through an email at least 7 days prior to such advertisements.
- (ii) All the vacant positions should be advertised for an adequate number of days (generally not less than 7 days), as per the MPW/government rules and regulations. The vacant positions should be advertised both in local job searching and MPW website.
- (iii) Recruitment of the PMO staff with NTA grades A and B should be done in full coordination and involvement of ADB. For these stages of selection processes: the TOR, long listing, shortlisting of candidates for the interviews, and final appointment of the selected candidate, ADB's concurrence shall be obtained formally through written communications via letters or emails prior to the final approval of the appointments.
- (iv) For the recruitment processes of PMO staff with NTA grade C and below, these shall be done internally within MPW, subject to ADB's optional review. By the end of recruitment processes, ADB's no objection shall be obtained for the final approval of the selected candidate.
- (v) MPW/PMO to screen the list of applicants received based on the pre-set criteria in the TOR and draw up the final interview shortlist, generally comprising three to nine candidates;
- (vi) If the screening produces a list comprising 10 or more candidates, then a written test shall be administered with the basis to finalize the interview list as stated in the (v) above. In such situations, where the written test is deemed not required or administered for any reason, MPW will record such reasons in its evaluation report. MPW/PMO to submit to ADB the contents of the written test, scoring criteria and weights used.
- (vii) The shortlisted candidates will be invited for a one-on-one interview to augment information that can be derived from written documents and in order to finalize the selection. MPW/PMO shall inform ADB of the interview schedule in advance, three ADB working days prior to the interview for ADB's consideration to be involved as a panel member or as an observer.

16. All PMO staff are subject to performance assessments to be conducted on semi-annual basis. For PMO staff of Grades A, B and C, performance assessments are subject to participation of ADB. These provisions are reflected in the contracts of all staff.

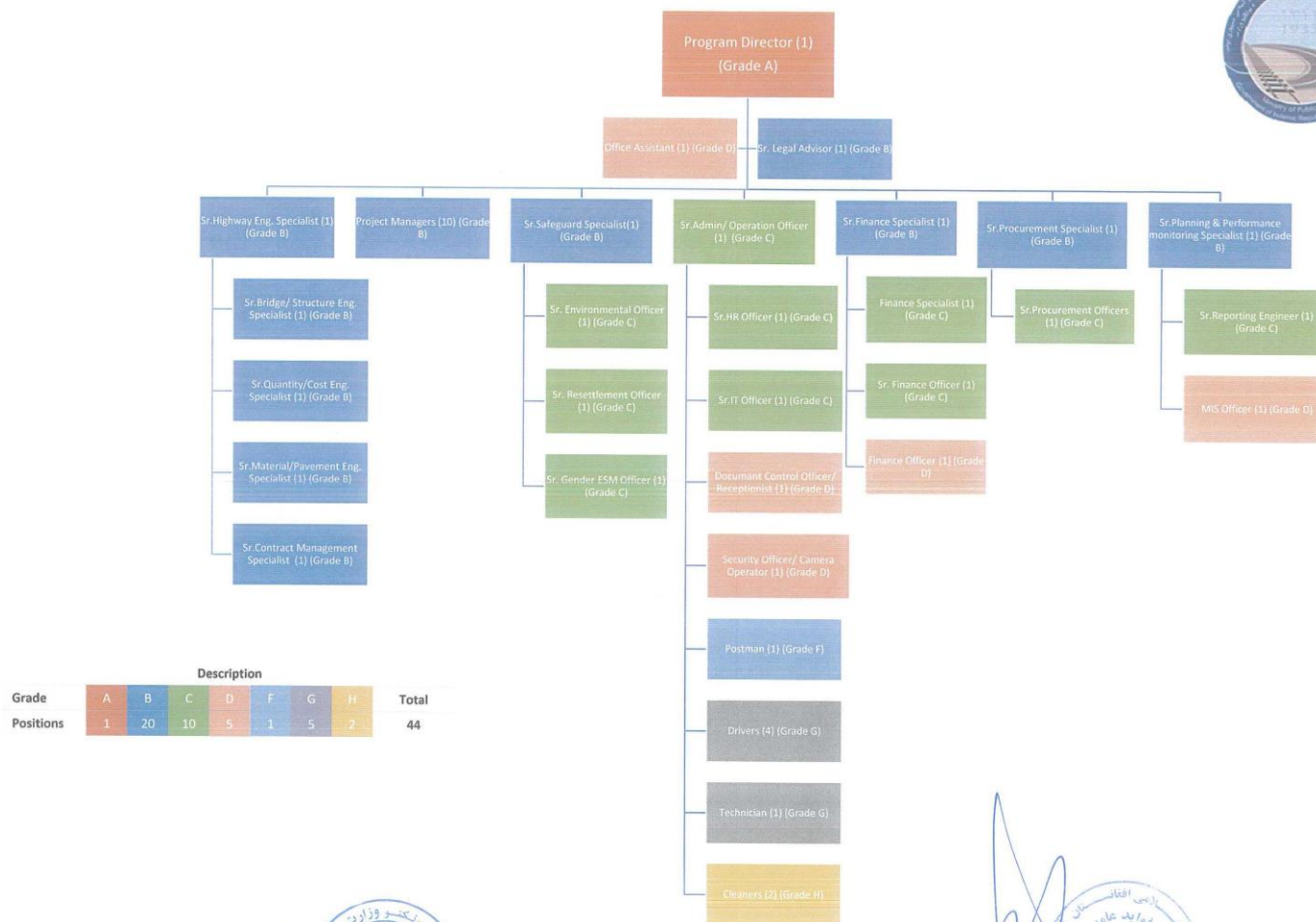
17. ADB's role in PMO Staff Recruitment and Management

	Recruitment	At performance assessment
PMO Director (Grade A)	<ul style="list-style-type: none"> • Prior document review of Selection Criteria and Process • Actively participate in the interview and final selection process together with MOF and MPW 	Active participation together with MOF and MPW
Project Managers (Grade B)	<ul style="list-style-type: none"> • Prior document review of Selection Criteria and Process • Approval of the shortlist • Final approval of the selected candidate 	Active participation
Other Senior Staff (Grade B and C)	<ul style="list-style-type: none"> • Optional document review • Final approval of the selected candidate 	Active participation
Others	<ul style="list-style-type: none"> • Final approval of the selected candidate 	Documentation review

18. The process for PMO director recruitment is in Attachment 1 to this PAM.

19. Standard TOR for PMO director and PMs are in Attachments 2 and 3 to this PAM.

PMO Organizational Structure (Dec 2020)



Description							
Grade	A	B	C	D	F	G	H
Positions	1	20	10	5	1	5	2
Total	44						

Prepared by:
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Acting Program Director
Program Management Office



Approved by:
Eng. Najibullah Yamin
Ministry of Public Works



IV. COSTS AND FINANCING

20. The project is estimated to cost \$334 million, including taxes, duties, and contingencies during the grant administration. The government has requested a grant not exceeding \$330 million from ADB's Special Funds resources (Asian Development Fund) to help finance civil works, consultancy services, equipment and financial support to the PMO. The government will contribute about \$4 million for safeguards component such as: land acquisition as well as incremental administrative expenses, communications, and office facilities.

Table 4: Summary Cost Estimates
(\$ million)

Item	Amount ^a
A. Base Cost^b	
1. Output 1: Qaisar-Dari Bum link of the national Ring Road constructed	270.0
2. Output 2: Roadside infrastructure for 60 local communities installed/constructed	19.0
3. Output 3: Capacity building program for MPW and PMO implemented.	10.0
4. Output 4: Disaster risk reduction and climate change adaptation capacity in the road sector improved.	5.0
Subtotal (A)	304.0
B. Contingencies^c	30.0
Total (A+B+C)	334.0

^a Includes taxes and duties of \$13 million. Such amount does not represent an excessive share of the project cost.

^b In mid-2017 prices as of 30 June 2017.

^c Physical contingencies computed at 9% for civil works; and 2% for consultancy services, field research and development, training, surveys, and studies. Price contingencies computed at 2.5% on foreign exchange costs and 5.5% on local currency costs for 2017, 5.8% for 2018, and 6.0% for 2019 to 2022; includes provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

Source: Asian Development Bank estimates.

A. Cost Estimates Preparation and Revisions

21. The cost estimates were prepared by ADB and the Ministry of Public Works (MPW). The cost estimates were based on June 2017 prices.

B. Key Assumptions

22. The following key assumptions underpin the cost estimates and financing plan:
- (i) Exchange rate: AFN 68.398 = \$1.00 (as of 14 July 2017).
 - (ii) Price contingencies were calculated based on price inflation data sourced from ADB's Economic and Research Department. Price contingencies based on expected cumulative inflation over the implementation period are as follows:

Table 5: Escalation Rates for Price Contingency Calculation

Item	2018	2019	2020	2021	2022	Average
Foreign rate of price inflation	1.5%	1.5%	1.5%	1.6%	1.6%	1.3%
Domestic rate of price inflation	5.7%	6.2%	6.4%	6.4%	6.4%	5.2%

Source: Asian Development Bank estimates.

C. Detailed Cost Estimates by Expenditure Category

Table 6: Detailed Cost Estimates by Expenditure

Item	Cost ^a	% of Total Cost
A. Investment Costs^b		
1 Civil Works	262.0	78.4%
2 Equipment	2.0	0.6%
3 Consulting Services	30.0	9.0%
a. Project Management	22.0	6.6%
b. Community Development Projects	1.0	0.3%
c. Capacity building for PMO	2.0	0.6%
d. Capacity building for climate change and DRR	5.0	1.5%
4 Support to PMO	6.0	1.8%
5 Safeguards Component (land acquisition, resettlement)	4.0	1.2%
Subtotal (A)	304.0	91.0%
B. Contingencies^c		
1 Physical	23.0	6.9%
2 Price	7.0	2.1%
Subtotal (B)	30.0	9.0%
Total Project Cost (A+B)	334.0	100.0%

DRR = disaster risk reduction, PMO = project management office.

Note: Numbers may not sum precisely because of rounding.

^a Includes taxes and duties of \$13 million. Such amount does not represent an excessive share of the project cost.

^b In mid-2017 prices as of 30 June 2017.

^c Physical contingencies computed at 9% for civil works; and 2% for consultancy services, field research and development, training, surveys, and studies. Price contingencies computed at 2.5% on foreign exchange costs and 5.5% on local currency costs for 2017, 5.8% for 2018, and 6.0% for 2019 to 2022; includes provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

Source: Asian Development Bank estimates.

D. Allocation and Withdrawal of Grant Proceeds

23. In the Grant Agreement to be shared and agreed with the government, the Schedule entitled 'Allocation and Withdrawal of Grant Proceeds' will contain both narrative paragraphs and the 'Table of Allocation and Withdrawal of Grant Proceeds.'

ALLOCATION AND WITHDRAWAL OF GRANT PROCEEDS			
Number	Item	Total Amount Allocated for ADB Financing (\$) Category	Basis for Withdrawal from the Grant Account
1	Works, Goods and Consulting Services	330,000,000	100% of total expenditure claimed
	Total	330,000,000	

ADB = Asian Development Bank.

E. Detailed Cost Estimate by Financier

Table 7: Detailed Cost Estimates by Financier

Item	Asian Development Bank		Government		Total Cost ^a C
	Amount A	% of Cost Category A/C	Amount B	% of Cost Category B/C	
A. Investment Costs^b					
1 Civil Works	262.0	100.0%	0.0	0.0%	262.0
2 Equipment	2.0	100.0%	0.0	0.0%	2.0
3 Consulting Services	30.0	100.0%	0.0	0.0%	30.0
a. Project Management	22.0	100.0%	0.0	0.0%	22.0
b. Community Development Projects	1.0	100.0%	0.0	0.0%	1.0
c. Capacity building for PMO	2.0	100.0%	0.0	0.0%	2.0
d. Capacity building for climate change and DRR	5.0	100.0%	0.0	0.0%	5.0
4 Support to PMO	6.0	100.0%	0.0	0.0%	6.0
5 Safeguards Component (land acquisition, resettlement)	0.0	0.0%	4.0	100.0%	4.0
Subtotal (A)	300.0	98.7%	4.0	1.3%	304.0
B. Contingencies^c					
1 Physical	23.0	100.0%	0.0	0.0%	23.0
2 Price	7.0	100.0%	0.0	0.0%	7.0
Subtotal (B)	30.0	100.0%	0.0	0.0%	334.0
Total Project Cost (A+B)	330.0	98.8%	4.0	1.2%	
% Total Project Cost		98.8%		1.2%	

DRR = disaster risk reduction, PMO = project management office.

Note: Numbers may not sum precisely because of rounding.

^a Includes taxes and duties of 13 million. Such amount does not represent an excessive share of the project cost.

^b In mid-2017 prices as of 30 June 2017.

^c Physical contingencies computed at 9% for civil works; and 2% for consultancy services, field research and development, training, surveys, and studies. Price contingencies computed at 2.5% on foreign exchange costs and 5.5% on local currency costs for 2017, 5.8% for 2018, and 6.0% for 2019 to 2022; includes provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

Source: Asian Development Bank's estimates.

F. Detailed Cost Estimates by Outputs and/or Components

Table 8: Detailed Cost Estimates by Output
(\$ million)

Item	Total Cost ^a	Output 1: Qaisar-Dari Bum link of the national Ring Road		Output 2: Roadside infrastructure facilities for local communities		Output 3: Capacity building program for MPW and PMO		Output 4: Capacity building program for disaster reduction and climate change	
		Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category
A. Investment Costs^b									
1. Civil Works	262.0	245.0	93.5%	17.0	6.5%	0.0	0.0%	0.0	0.0%
2. Equipment	2.0	0.0	0.0%	0.0	0.0%	2.0	100.0%	0.0	0.0%
3. Consulting Services									
a. Project Management	22.0	22.0	100.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%
b. Community Development Projects	1.0	0.0	0.0%	1.0	100.0%	0.0	0.0%	0.0	0.0%
c. Capacity building for PMO	2.0	0.0	0.0%	0.0	0.0%	2.0	100.0%	0.0	0.0%
d. Capacity building for climate change and DRR	5.0	0.0	0.0%	0.0	0.0%	0.0	0.0%	5.0	100.0%
4. Support to PMO	6.0	0.0	0.0%	0.0	0.0%	6.0	100.0%	0.0	0.0%
5. Safeguards Component (land acquisition, resettlement)	4.0	3.0	75.0%	1.0	25.0%	0.0	0.0%	0.0	0.0%
Subtotal (A)	304.0	270.0	88.8%	19.0	6.3%	10.0	3.3%	5.0	1.6%
B. Contingencies^c									
1. Physical	23.0	21.4	93.0%	1.5	6.4%	0.0	0.2%	0.1	0.4%
2. Price	7.0	6.1	87.3%	0.4	6.3%	0.0	0.4%	0.1	1.1%
Subtotal (B)	30.0	27.5	91.7%	1.9	6.4%	0.1	0.2%	0.2	0.6%
Total Project Cost (A+B)	334.0	297.5	89.1%	20.9	6.3%	10.1	3.0%	5.2	1.5%

DRR = disaster risk reduction, PMO = project management office.

Note: Numbers may not sum precisely because of rounding.

^a Includes taxes and duties of 13 million. Such amount does not represent an excessive share of the project cost.

^b In mid-2017 prices as of 30 June 2017.

^c Physical contingencies computed at 9% for civil works; and 2% for consultancy services, field research and development, training, surveys, and studies. Price contingencies computed at 2.5% on foreign exchange costs and 5.5% on local currency costs for 2017, 5.8% for 2018, and 6.0% for 2019 to 2022; includes provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

Source: Asian Development Bank estimates.

G. Detailed Cost Estimates by Year

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

Item	Total Cost	2018	2019	2020	2021	2022
A. Investment Costs						
1 Civil Works	262.0	20.6	81.9	85.1	60.3	14.1
2 Equipment	2.0	0.0	2.0	0.0	0.0	0.0
3 Consulting Services	30.0	4.7	8.2	8.6	7.3	1.2
a. Project Management	22.0	2.8	5.4	6.3	6.4	1.1
b. Community Development Projects	1.0	0.1	0.2	0.3	0.3	0.0
c. Capacity building for PMO	2.0	0.3	0.5	0.6	0.6	0.1
d. Capacity building for climate change and DRR	5.0	1.5	2.0	1.5	0.0	0.0
4 Support to PMO	6.0	1.2	1.2	1.2	1.2	1.2
5 Safeguards Component (land acquisition, resettlement)	4.0	0.0	1.0	1.0	1.0	1.0
Subtotal (A)	304.0	26.5	93.3	94.9	68.8	16.5
B. Contingencies						
1 Physical	23.0	1.9	7.2	7.5	5.3	1.2
2 Price	7.0	0.5	2.1	2.3	1.6	0.4
Subtotal (B)	30.0	2.4	9.3	9.7	7.0	1.6
Total Project Cost (A+B)	334.0	28.9	102.6	104.6	75.8	18.1
% Total Project Cost	100.0%	8.6%	30.7%	31.3%	22.7%	5.4%

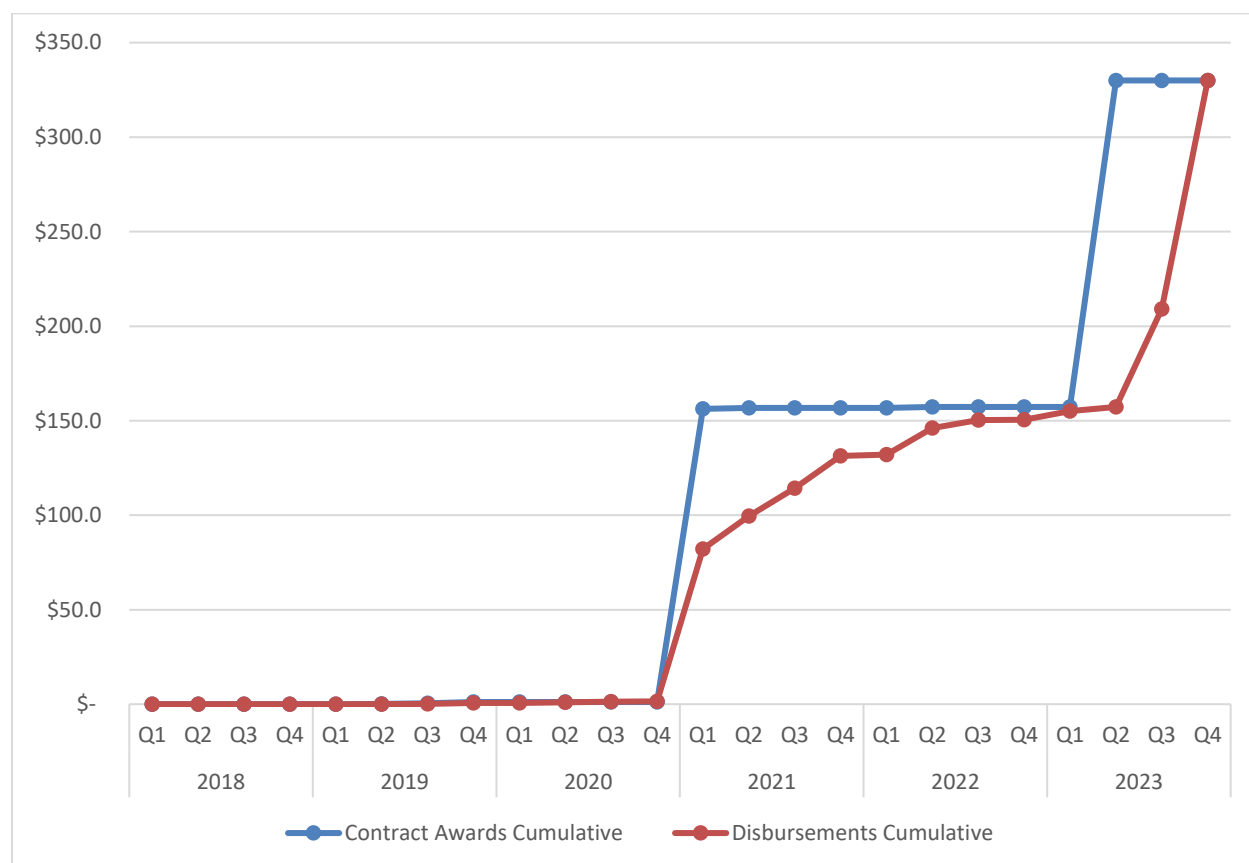
DRR = disaster risk reduction, PMO = project management office.

Source: Asian Development Bank estimates.

H. Contract and Disbursement S-Curve

24. The graph and table below illustrate quarterly contract awards and disbursement projections over the life of the project.

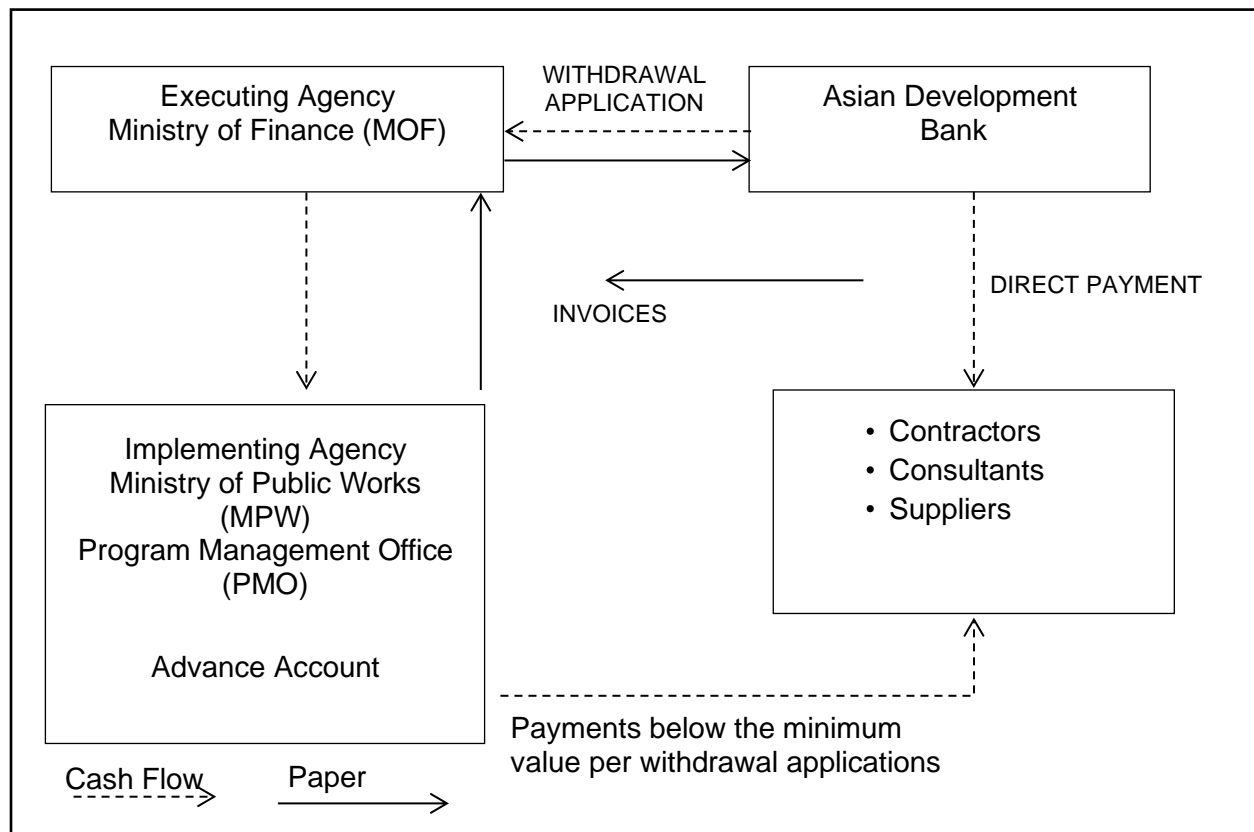
Table 10: Quarterly Contract Awards and Disbursement Projection



	Contract Awards (in USD million)					Disbursements (in USD million)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2018	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2019	0.00	0.17	0.33	0.58	1.08	0.00	0.00	0.08	0.62	0.70
2020	0.00	0.00	0.00	0.00	0.00	0.00	0.30	0.32	0.11	0.73
2021	155.12	0.50	0.00	0.00	155.62	80.65	17.42	14.73	17.15	129.95
2022	0.00	0.50	0.00	0.00	0.50	0.63	14.13	4.13	0.15	19.04
2023	0.00	172.80	0.00	0.00	172.80	4.63	2.13	51.84	120.98	179.58
	Total Contract Awards				330.00	Total Disbursements				330.00

Note: Actualized in 2020

I. Fund Flow Diagram



V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

25. The financial management assessment (FMA), which was conducted in August 2016 in accordance with ADB's Guidelines for the Financial Management and Analysis of Projects and the Financial Due Diligence: A Methodology Note, was updated in July 2017. The FMA considered the capacity of the MPW and the PMO of MPW, including funds-flow arrangements, staffing, accounting and financial reporting systems, financial information systems, and internal and external auditing arrangements. Based on the updated assessment, the key financial management risks previously identified in 2016 were the MPW's weak capacity, and weak governance in areas of public financial management, procurement, and corruption. However, this was compensated by the strengthened capacity of the PMO following its restructuring in 2015, and it was concluded that the overall pre-mitigation financial management risk of MPW and the PMO is moderate. The borrower has agreed to implement an action plan as key measures to address the deficiencies. The financial management action plan is provided in Table 11. {In the action plan table, summarize the key risks, activities to mitigate risks, staff and/or personnel responsible, and a timeline.

Table 11: Financial Management Action Plan

Action	By When
Expedite the procurement and installation of modern accounting software and train relevant PMO staff in its use.	End of 2017
An international financial management specialist will be recruited under the project to support PMO staff in the conduct of financial management. Support to focus on improving the timeliness of submission of APFSs of the project.	Entire duration of project

APFS = audited project financial statements, PMO = project management office.

B. Disbursement

a. Disbursement Arrangements for ADB

26. The grant proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time), and detailed arrangements agreed upon between the government and ADB. Online training for project staff on disbursement policies and procedures is available.¹ Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control.

27. The PMO will be responsible for (i) preparing disbursement projections, (ii) requesting budgetary allocations for counterpart funds from MOF (if any), (iii) collecting supporting documents, and (iv) preparing and sending withdrawal applications to ADB.

28. **Advance fund procedure.** Separate advance accounts should be established and maintained for each funding source. The currency of the advance accounts is the US dollar. The advance accounts are to be used exclusively for ADB's share of eligible expenditures. The government who administers the advance account is accountable and responsible for proper use of advances to the advance account. The total outstanding balance to the respective advance

¹ Disbursement eLearning. http://wpqr4.adb.org/disbursement_elearning

account will not at any time exceed the estimated ADB financed expenditures to be paid from the respective advance account for the forthcoming six months or 10% of the loan amount. The request for initial and additional advances to the respective advance account should be based on Estimate of Expenditure Sheet² setting out the estimated expenditures for the forthcoming six months of project implementation. The estimated expenditures shall include the payment to PMO staff (including salary, top-up card, per diem for site visit, and other travel expenses), and administrative expenses (including petty cash, vehicle/generator fuel, stationary, office supply, and other expenses). Supporting documents should be submitted to ADB or retained by the borrower in accordance with ADB's Loan Disbursement Handbook (2017, as amended from time to time) when liquidating or replenishing the advance account.

29. **Statement of expenditure procedure.**³ The SOE procedure may be used for reimbursement of eligible expenditures or liquidation of advances to the advance account(s). The ceiling of the SOE procedure is the equivalent of [\$100,000] per individual payment. Supporting documents and records for the expenditures claimed under the SOE should be maintained and made readily available for review by ADB's disbursement and review missions, upon ADB's request for submission of supporting documents on a sampling basis, and for independent audit. Reimbursement and liquidation of individual payments in excess of the SOE ceiling should be supported by full documentation when submitting the withdrawal application to ADB.

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

b. **Disbursement Arrangements for Counterpart Fund**

31. The PMO/MPW will maintain separate project accounts and records by funding source for all expenditures incurred on the Qaisar–Dari Bum Road Project. The Project accounts will follow international accounting principles and practices.

C. **Accounting**

32. The PMO/MPW will maintain, or cause to be maintained, separate books and records by funding source for all expenditures incurred on the project following International Public Sector Accounting Standard for cash-based accounting. The MOF will prepare consolidated project financial statements in accordance with international accounting principles and practices.

D. **Auditing and Public Disclosure**

33. The MOF will cause the detailed consolidated project financial statements to be audited in accordance with International Standards on Auditing by an independent auditor acceptable to ADB. The audited project financial statements together with the auditor's opinion will be presented

² Estimate of Expenditure sheet is available in Appendix 8A of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time),

³ SOE forms are available in Appendix 7B of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).

in the English language to ADB within 6 months from the end of the fiscal year by the MOF.

34. Compliance with financial reporting and auditing requirements will be monitored by review missions and during normal program supervision, and followed up regularly with all concerned, including the external auditor.

35. The government, MOF and MPW have been made aware of ADB's approach to delayed submission, and the requirements for satisfactory and acceptable quality of the audited project financial statements.⁴ ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the borrower), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

36. Public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements, will be guided by ADB's Public Communications Policy 2011.⁵ After the review, ADB will disclose the audited project financial statements and the opinion of the auditors on the project financial statements no later than 14 days of ADB's confirmation of their acceptability by posting them on ADB's website. The management letter, additional auditor's opinions, and audited entity financial statements will not be disclosed.⁶ Based on the updated financial management assessment (accessible from the list of linked documents in Appendix 2 of the RRP), it was concluded that the PMO of MPW has sufficient capacity and experience to utilize the advance account and SOE procedure as described.

VI. PROCUREMENT AND CONSULTING SERVICES

37. The procurement process of the civil works packages, recruitment of the construction supervision consultant, and capacity development consultant will be started as advance procurement. However, there will be no retroactive financing.

A. Advance Contracting and Retroactive Financing

38. All advance contracting and retroactive financing will be undertaken in conformity with ADB Procurement Regulations (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time). The issuance of invitations to bid under advance contracting and retroactive financing will be subject to ADB approval. The

⁴ ADB's approach and procedures regarding delayed submission of audited project financial statements:

- (i) When audited project financial statements are not received by the due date, ADB will write to the executing agency advising that (a) the audit documents are overdue; and (b) if they are not received within the next 6 months, requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed.
- (ii) When audited project financial statements are not received within 6 months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters. ADB will (a) inform the executing agency of ADB's actions; and (b) advise that the loan may be suspended if the audit documents are not received within the next 6 months.
- (iii) When audited project financial statements are not received within 12 months after the due date, ADB may suspend the loan.

⁵ Public Communications Policy: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>.

⁶ This type of information would generally fall under public communications policy exceptions to disclosure. ADB. 2011. Public Communications Policy. Paragraph 97(iv) and/or 97(v).

borrower, MOF and MPW, have been advised that approval of advance contracting and retroactive financing does not commit ADB to finance the project.

39. **Advance contracting.** Advance contracting will be used for the selection of the civil works packages and recruitment of construction supervision consultant for the project. The intention is to complete the selection process, prior to grant effectiveness, to allow project implementation to commence immediately after the grant has been declared effective.

40. **Retroactive financing.** There will be no retroactive financing.

B. Procurement of Goods, Works, and Consulting Services

41. For procurement of goods, works, non-consulting and consulting services in the project, ADB Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time) shall apply.

42. Open competitive bidding (OCB) for international advertisement procedures will be used for civil works contracts estimated to cost \$5.0 million or more, and OCB for national advertisement procedures for supply contracts valued at \$XX.0 million or higher. Request for Quotation (RFQ) will be used for contracts for procurement of works and equipment worth less than \$100,000.00

43. Before the start of any procurement, ADB and the government will review the public procurement laws of the central and state governments to ensure consistency with ADB's Procurement Regulations (2017, as amended from time to time).

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

45. All consultants will be recruited in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).⁷ The terms of reference for all consulting services are detailed in Section D.

46. An estimated 1,898 person-months (528 international, 1,370 national) of consulting services are required to (i) facilitate project management and implementation, and (ii) strengthen the institutional and operational capacity of MPW and PMO. Consulting firms will be engaged using the quality- and cost-based selection (QCBS) method with a standard quality–cost ratio of 80:20, for supervising consultant; and 90:10 for capacity development.

47. For the consulting services of capacity building of the Ministry of Public Works, the government has agreed that ADB carries out the recruitment of consultants. This is to minimize the risk of procurement delays.

⁷ 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/>

C. Procurement Plan

Basic Data

Project Name: Qaisar - Dari Bum Road Project	
Project Number: 37075-023	Approval Number:
Country: Afghanistan, Islamic Republic of	Executing Agency: Ministry of Finance
Project Procurement Classification:	Implementing Agency: N/A
Project Procurement Risk: Moderate	Project Closing Date: 31 December 2022
Project Financing Amount: US\$ 334,000,000 ADB Financing: US\$ 330,000,000 Cofinancing (ADB Administered): Non-ADB Financing: US\$ 4,000,000	
Date of First Procurement Plan: 11 October 2017	Date of this Procurement Plan: 25 March 2021 Version 2

D. Methods, Thresholds, Review and 18-Month Procurement Plan

1. Procurement and Consulting Methods and Thresholds

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

Procurement of Goods and Works		
Method	Threshold	Comments
Open Competitive Bidding for Goods (International advertisement)	US\$ 2,000,000 and Above	Prior review.
Open Competitive Bidding for Goods (National advertisement)	Between US\$ 100,000 and US\$ 1,999,999	Prior review.
Open Competitive Bidding for Works (International advertisement)	US\$ 5,000,000 and Above	Prior review.
Open Competitive Bidding for Works (National advertisement)	Between US\$ 100,000 and US\$ 4,999,999	Prior review. Based on AFG procurement plan template in OpsPedia
Request for Quotation for Works	Up to US\$ 99,999	Prior review. Based on AFG procurement plan template in OpsPedia.

Consulting Services	
Method	Comments
Least-Cost Selection for Consulting Firm	Prior review
Quality- and Cost-Based Selection for Consulting Firm	Prior review
Individual Consultants Selection for Individual Consultant	Prior review

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

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

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior/Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
CD-1	Community development package (Package 1)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic Preference Applicable: N Advance Contracting: Y Bidding Document: Small Works
CD-2	Community development package (Package 2)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic Preference Applicable: N Advance Contracting: Y Bidding Document: Small Works
CD-3	Community development package (Package 3)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic Preference Applicable: N Advance Contracting: N Bidding Document: Small Works
CD-4	Community development package (Package 4)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic Preference Applicable: N Advance Contracting: N Bidding Document: Small Works
CD-5	Community development package (Package 5)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior/Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
							Preference Applicable: N Advance Contracting: N Bidding Document: Small Works
CD-6	Community development package (Package 6)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic Preference Applicable: N Advance Contracting: N Bidding Document: Small Works
CD-7	Community development package (Package 7)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic Preference Applicable: N Advance Contracting: N Bidding Document: Small Works
CD-8	Community development package (Package 8)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic Preference Applicable: N Advance Contracting: N Bidding Document: Small Works

CD-9	Community development package (Package 9)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic Preference Applicable: N
							Advance Contracting: N Bidding Document: Small Works
CD-10	Community development package (Package 10)	1,700,000.00	OCB (national advertisement)	Prior	1S1E	Q4 2020	Prequalification of Bidders: N Domestic Preference Applicable: N Advance Contracting: N Bidding Document: Small Works
CW-1	Reconstruction and rehabilitation of section 3: Bala Murghab to Dari Bum	82,500,000.00	OCB (international advertisement)	Prior	1S1E	Q3 / 2017	Prequalification of Bidders: N Domestic Preference Applicable: Y Advance Contracting: Y Bidding Document: Large Works
CW-2	Reconstruction and rehabilitation of section 4: Khawaja to Bala Murghab	72,500,000.00	OCB (international advertisement)	Prior	1S1E	Q1 / 2018	Prequalification of Bidders: N Domestic Preference Applicable: Y Advance Contracting: N Bidding Document: Large Works

CW-3	Reconstruction and rehabilitation of section 5: Qaisar to Khawaja	90,000,000.00	OCB (international advertisement)	Prior	1S1E	Q3 / 2018	Prequalification of Bidders: N Domestic Preference Applicable: Y Advance
							Contracting: N Bidding Document: Large Works

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

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

Package Number	General Description	Estimated Value	Recruitment Method	Review (Prior/ Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments
CB-1	Capacity building consultant for climate change and disaster risk reduction	5,000,000.00	QCBS	Prior	Q1 2021	FTP	Assignment: International Quality-Cost Ratio: 90:10 Advance Contracting: Y Comments: International Assignment: 98 person-months, National Assignment: 192 person-months
Indiv-Support 2	Individual consultants for community development projects	1,000,000.00	ICS	Prior	Q1 / 2018		Assignment: International Expertise: TBD Advance Contracting: N Comments: International or national and no. of consultants to be determined

SC-1	Supervision consultant for construction of Qaisar to Dari-e-Bum project, 151 km	22,000,000.00	QCBS	Prior	Q3 / 2017	FTP	Assignment: International Quality-Cost Ratio: 80:20 Advance Contracting: Y Comments: International Assignment: 260 person-months, National Assignment: 870 person-months
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4. Goods and Works Contracts Estimated to Cost Less than \$1 Million and Consulting Services Contracts Less than \$100,000 (Smaller Value Contracts)

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

Goods and Works								
Package Number	General Description	Estimated Value	Number of Contracts	Procurement Method	Review (Prior/Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
None								

Consulting Services								
Package Number	General Description	Estimated Value	Number of Contracts	Recruitment Method	Review (Prior/Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments
None								

E. Indicative List of Packages Required Under the Project

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

Goods and Works							
Package Number	General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Procurement Method	Review (Prior/Post)	Bidding Procedure	Comments
None							

Consulting Services							
Package Number	General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Recruitment Method	Review (Prior/Post)	Type of Proposal	Comments
None							

F. List of Awarded and On-going, and Completed Contracts

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

1. Awarded and Ongoing Contracts

Goods and Works							
Package Number	General Description	Estimated Value	Awarded Contract Value	Procurement Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Comments
Goods-1	Equipment to support PMO	2,000,000.00	326,026.46	ICB	Q1 / 2018	22-JUL-19	Contracts were awarded to: (1) Khawar Construction Company; (2) Atlas Tandis Construction Road & Building Company; (3) Dual Core Construction Company; (4) Hamed Elvas Ltd.; (5) Star Gold Information Technology.

Consulting Services							
Package Number	General Description	Estimated Value	Awarded Contract Value	Recruitment Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Comments
PMO/MO T/CS-10/LCS	Audit of PMO for years 2018, 2019 and 2020	110,334.00	68,693.87	LCS	Q2 / 2019	13-NOV-19	Contract was awarded to Rafaqat Babar & Co., Chartered Accountants
Indiv-Support 1	Individual consultants and support to PMO	2,000,000.00	116,000.00	ICS	Q1 / 2018	28-MAY-19	Recruited the following consultants for external monitoring of LAR: (a) 1 Principal Monitor; (b) 3 Co-Principal Monitors; (c) Data Collectors. The following LAR staff were recruited for the preparation of Kabul-Jalalabad Road Project (remaining 85km section): (a) 1 LAR Specialist; (b) 2 LAR Field Supervisors; (c) 2 LAR Field Surveyors (Technical); and (d) 4 LAR Field Enumerators.
	External Monitors for Implemented LARP for Sapary Surkhrod Road, Qaisar-Laman Road (Section 2) and Baharak-Eshkasham Road	87,300	87,300	ICS	Q3/2020	12-Jan-21	Recruited the following consultants: (i) 2 Principal Monitor; (ii) 2 Co-Principal Monitor; (iii) 8 Data Collectors

G. National Competitive Bidding

1. General

National competitive bidding for the procurement of goods and related services shall conform to the provisions for Open Tender without prequalification as prescribed in the *Procurement Law* of October 2005 and elaborated in the *Rules of Procedure for Public Procurement* issued by the Ministry of Finance in April 2007, with the clarifications and modifications described in the following paragraphs required for compliance with the provisions of the ADB Procurement Regulations.

2. Registration and Other Pre-Bid Requirements

- (i) Bidding shall not be restricted to Shortlists or Standing Lists.
- (ii) No bid shall be declared as ineligible on the grounds of debarment without ADB's prior concurrence.
- (iii) No bid shall be declared ineligible on the grounds of government regulations that restrict sources without ADB's prior concurrence.
- (iv) Foreign suppliers and contractors from ADB member countries shall be allowed to bid, without registration, licensing, and other government authorizations. However, in case these foreign suppliers and contractors are declared winning bidders, the requirements may be completed after award and before signing of contract, without unreasonable costs or additional requirements.

3. Prequalification

- (i) Post qualification shall be used unless prequalification is explicitly provided for in the loan agreement/procurement plan. Irrespective of the procedure applied (whether prequalification or post qualification), no domestic or foreign contractor shall be precluded from participation.
- (ii) If prequalification is undertaken, the prequalification criteria should include "Eligibility Requirements", "Financial Situation", "Pending Litigation", and "Experience". Technical Capacity (personnel and equipment) should not be part of the prequalification criteria.
- (iii) Interested bidders shall be given a minimum period of 28 days for the preparation and submission of prequalification applications.

4. Advertising

Bidding of OCB contracts estimated at \$500,000 or more for goods and related services and OCB contracts estimated at \$1,000,000 or more for works shall be advertised on ADB's website via the posting of the Procurement Plan.

5. Bidding Documents

Procuring entities shall use standard bidding documents acceptable to ADB, based ideally on the standard bidding documents issued by ADB.

6. Bidding Period

Procuring entities shall allow for a minimum of four weeks for submission of bids.

7. Bid Security

Where required, bid security shall be in the form of a bank guarantee or check from a reputable bank and should not be more than two percent of the estimated value of contract to be procured.

8. Preferences

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

9. Evaluation

No bid shall be rejected on the grounds of price, or for any other reason(s) not related to the evaluation and qualification criteria, without ADB's prior concurrence.

Prompt payment discounts offered by bidders shall not be considered in bid evaluation.

10. Price Negotiations

Price negotiation shall be allowed only after receiving ADB's prior concurrence.

11. Advance Payments

No advance payment shall be made without an advance payment security in the form of a bank guarantee or check from a reputable bank.

12. Government-Owned Enterprises

Government-owned enterprises in Afghanistan shall be eligible to participate only if they can establish that they are legally and financially autonomous, operate under commercial law, and are not a dependent agency of the procuring entity, or the Project Executing Agency, or the Implementing Agency.

13. Right to Inspect/Audit

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

14. Anti-Corruption Policy

- (i) The Borrower shall reject a proposal for award if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the

contract in question.

- (ii) ADB will declare a firm or individual ineligible, either indefinitely or for a stated period, to be awarded a contract financed by ADB, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for, or in executing, ADB-financed contract, as indicated in paragraph 1.14 (a) of ADB's Procurement Regulations.

15. Disclosure of Decision on Contract Awards

At the same time that notification of award of Contract is given to the successful bidder, the results of bid evaluation shall be published in a local newspaper, or well-known freely accessible website identifying the bid and lot numbers and providing information on (i) name of each bidder who submitted a Bid, (ii) bid prices as read out at bid opening, (iii) name of bidders whose bids were rejected and the reasons for their rejection, and (iv) name of the winning bidder, and the price it offered, as well as duration and summary scope of the contract awarded. The executing agency/implementing agency/contracting authority shall respond in writing to unsuccessful bidders who seek explanations on the grounds on which their bids are not selected.

16. Eligibility

The eligibility of bidders shall be as defined under section I of the Guidelines; accordingly, no bidder or potential bidder should be declared ineligible for reasons other than those provided in section I of the Guidelines, as amended from time to time.

H. Consultant's Terms of Reference

- 48. The terms of reference for consulting services are provided below.

TERMS OF REFERENCE FOR CONSULTING SERVICES FOR THE CONSTRUCTION SUPERVISION OF THE QAISAR-DARI-BUM ROAD PROJECT (151 KM)

A. Introduction

1. The Ministry of Transport (MOT) is implementing several highway projects funded by the Asian Development Bank (ADB) that involve the design, rehabilitation and reconstruction of priority sections of the nation's transport network. For this purpose, civil works contractors have been engaged, selected on the basis of International Competitive Bidding. The services of Project Management and Construction Supervision (PMCS) consultants to fulfil the role of the "Engineer" on behalf of the Employer are required to assist MOT's management and administration of the projects and to supervise the implementation of highway construction and associated activities.

2. This Terms of Reference (TOR) is for the role of Project Manager and Construction Supervision Consultant (the Consultant) for the **Construction Supervision of the construction of Qaisar-Dari Bum Road Project (151km), Sections 3, 4 and 5** (the Project). The Project road section is 151 kilometres in length and is divided into three Packages; (1) Section i, 191+000 to 241+000, 50 Kilometres in length, (2) Section ii, 241+000 to 281+000 40 kilometres in length, and (3) Section iii, 281+000 to 342+000, 61 kilometres in length. MOT is the Executing Agency (EA) for the Project.

3. The civil works for the road sections, of the Project, will be implicated under three separate civil works contracts; one for Section i, 191+000 to 241+000, 50 Kilometres in length, one for Section ii, 241+000 to 281+000 40 kilometres in length and one for Section iii, 281+000 to 342+000, 61 kilometres in length. The scope of the civil works contractors (the Contractor(s)) contracts include: site investigations and survey; construction of the road including bridges, culverts, structures and other incidental works in accordance with the Afghan Interim Road Standards and the approved design, technical specifications and environmental monitoring plan, the implementation of a community outreach program amongst impacted communities along the road alignment and providing security for the Works, the contractor's personnel the and all construction operations and on and off site security for the PMCS consultant.

4. The scope of the PMCS consulting services (the Services) will include: approving and certifying the works for quality and quantity; contract administration; supervising the implementation of the environmental monitoring plan; monitoring and consenting to the Contractors CPM programme, programme revisions and monthly up-dates and assisting the EA with implementation of the land acquisition and resettlement plan

B. Objective

5. The primary objective of the Services is to advise and assist the EA to implement the Project in a timely and effective manner including:

- i. Administering and supervising the three civil works contracts (the Contracts) in accordance with the FIDIC Conditions of Contract for Construction, Multilateral Development Bank Harmonized Edition, June 2010, and their Particular Conditions of Contract.
- ii. Ensuring that the Contracts are implemented in accordance with the scope of works, the detailed engineering design, the specifications and approved environmental, social safeguards and security plans.
- iii. Ensuring that Contractors provide, maintain and update a detailed schedule (programme) for the Works in accordance with the requirements of their Contracts.

C. Scope of Work

6. The Consultant will have all-encompassing project management, and construction supervision responsibilities on the Section 3, 4 and 5 civil works Contracts. The Consultant will appoint a Project Manager to be responsible for coordination with the Government, and overall management and supervision of the Project.

7. The scope of Services are as follows:

8. Overall project management, reporting to the EA and ADB, coordinating with local communities and other stakeholders in the project area and, with the Ministry of Interior (MOI) and international and Contractor security forces on security issues;

- (i) Act as the Engineer in administering the civil works Contracts. Advise the EA, as the Employer, on all matters concerning implementation of the Contracts including, but not limited to – the progress of the civil works (the Works) and issues arising,

certification of the Works, variations to the Works and the Contractor's Contracts, the settlement of disputes and, arbitration or litigation if required;

- (ii) Monitor, inspect and certify the temporary and permanent Works ensuring they are constructed in accordance with the provisions of the Contracts, including the Contractor's approved Quality Assurance Plan, Health and Safety Plans, Environmental Management Plan (EMP) and Method Statements;
- (iii) Assist the EA to implement the approved Project Land Acquisition and Resettlement Plan (LARP);
- (iv) Design and implement a Project Performance Management System (PPMS); and
- (v) Coordinate the development of the final Security Plans (the Security Plan) for the three Contracts and supervise their implementation.

9. Contract Administration:

- (i) (Under the Contracts, the EA will be the Employer and the Consultant will act as the Engineer. The Consultant will oversee construction and ensure that the Works are undertaken in accordance with the provision of the Contracts. The Consultant will nominate an engineer's representative who will be a full-time resident on the Project.
- (ii) The Consultant will also carry out the following activities on the civil works Contracts:
 - a. Inspect the Contractor's construction equipment, results of material and soil tests, safety of the works, property and personnel;
 - b. Check, update, and verify construction specifications before commencement of construction works.
 - c. Inspect and test all materials and works to ensure compliance with specifications and giving immediate notice to the Contractors in the event that such materials and works fail to comply with the specifications;
 - d. Verify the Contractors performance and report progress and problems in a timely manner, including quality control reports, quantity survey records, requests for variation or change orders, requests for time extension, and Contractor's claims and invoices;
 - e. Undertake supervision of the Works; prepare and issue the following reports, whose format and content should be acceptable to the Employer and ADB: (1) an inception report, a brief monthly progress report, a detailed quarterly report, and (2) a detailed project completion report (PCR);
 - f. Review and verify any proposed change orders by the Contractors and make recommendations to the Employer and ADB;
 - g. Check that "as built" drawings are prepared by the Contractors for the Works as construction processes;

- h. Certify work volume and process interim and final payments of the Contractors for Works, security and other aspects of their Contracts;
- i. Prepare and issue the Taking-Over Certificates (or partial certificates) including lists of defects to be rectified in accordance with the Contracts;
- j. Provide inspection services during Defects Notification Period and upon rectification of all defects issue the Performance Certificate (or certificates) and the Final Payment Certificate(s) in accordance with the Contracts;
- k. Ensure that the construction methods proposed by the Contractors for carrying out the works are satisfactory, with particular references to the technical requirements of sound environmental standards on the basis of ADB's *Environmental Guidelines for Selected Infrastructure Development Project (Highway and Roads)*; inspection of Contractors construction equipment; safety of the works, property, personnel, and general public; and the recommendations of the environmental management plan (EMP);
- l. Supervise and monitor the implementation of any environmental mitigation measures required and in the event of occurrence of any unexpected environmental impacts, coordinate with the Contractors to provide mitigation measures;
- m. Review the LARP and update as necessary and assist the EA with implementation ensuring compliance with the ADB's *Policy on Involuntary Resettlement*.
- n. Ensure minimum disruption to local settlements by approving the Contractors work programme, including monitoring the impacts of construction work on local settlements, and reporting impact monitoring to the Employer;
- o. Ensure that no child labor is used for execution of the Works contract as required by the Contracts;
- p. Monitor the implementation of the health and safety program at camp sites including the information and education campaign on sexually-transmitted diseases and HIV/AIDS (human immunodeficiency virus/acquired immunodeficiency syndrome) as required by the Contracts;
- q. Ensure that road safety requirements are implemented during the execution of the Works in accordance with the requirements in the Contracts; and
- r. Prepare a Project Completion Report (PCR) for each of the civil works Contracts after physical project completion

10. The Consultant will establish a Project Performance Monitoring System (PPMS) for each of the civil works Contracts in accordance with the project framework to carry out the following activities:

- (i) Identify performance indicators to be monitored during the implementation of the Project including poverty, socioeconomic status, gender development, employment-

generation among others to refugees and ex-combatants, and other social and economic development activities;

- (ii) Establish systems for collecting data and statistics for monitoring;
- (iii) Carry out a baseline survey on performance indicators;
- (iv) Collect required data and undertake other relevant surveys before construction and immediately after completion of the Project; and
- (v) Incorporate findings and supporting data in the PCR in accordance with a schedule and terms of reference to be mutually agreed by the Government and ADB.

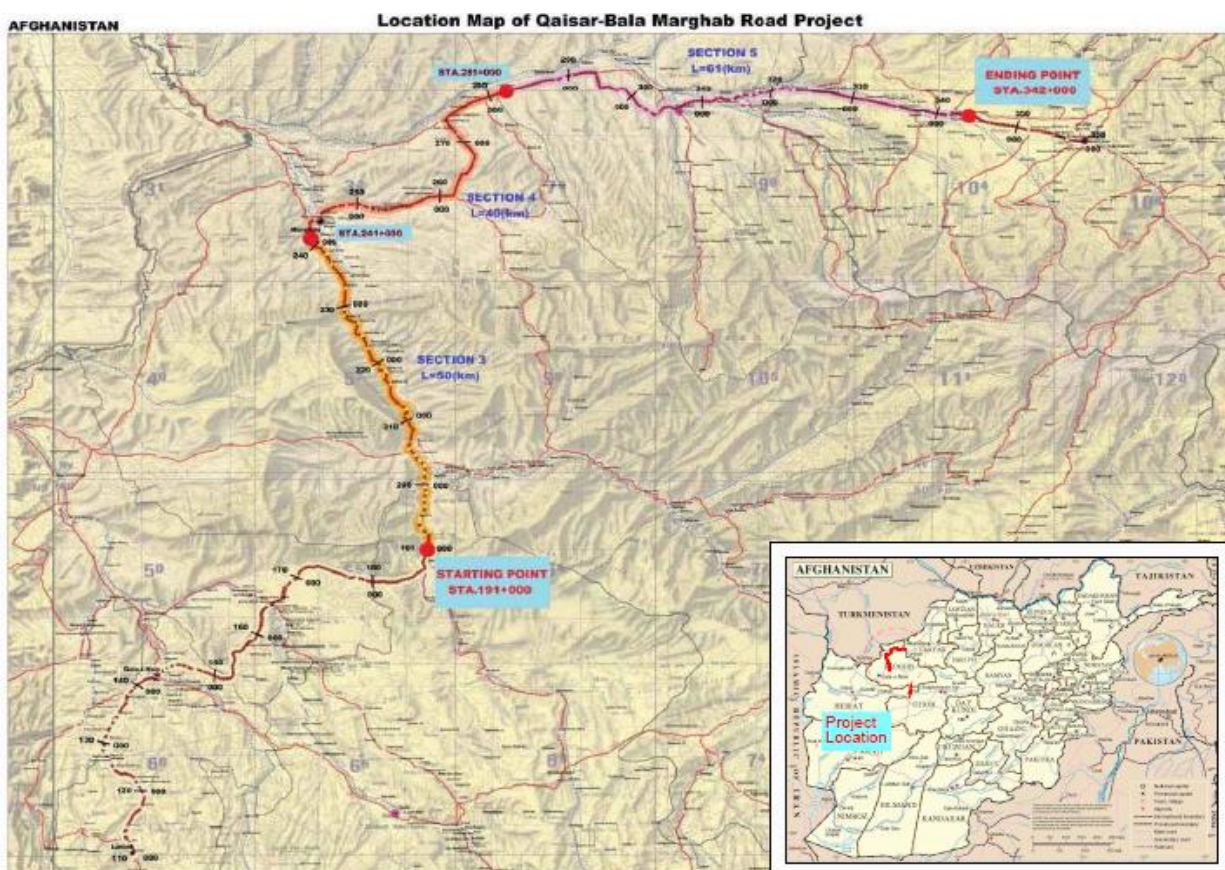
11. The Consultant will obtain the prior approval of the EA and ADB for the following matters as specified in the civil works Contracts:

- (i) Approval of subletting of any part of works;
- (ii) Certification of additional costs;
- (iii) Determination of extensions of time;
- (iv) Fixing of rates or prices for new items; and
- (v) Approval of the Contractors Security Plans.

D. Schedule and Personnel

12. The consulting services will be carried out by an international firm(s) in association with national or regional consultants, to be selected by the EA in accordance with ADB's *Guidelines on the Use of Consultants* (2013), as amended from time to time.

13. The Services will be provided in Afghanistan along the Dari-e--Bum (km 192+000) to Qaisar (km 342+000) segment of the National Afghanistan Ring Road, as shown on the map below:



14. The Contract will be for 36-month duration. The estimated person-months of key international and national consultant inputs are shown below.

15. The Consultant is requested to propose the assignment of experts in accordance with the objectives and scope of services.

	PERSONEL	No.	Total Input/Month
A.	Key International Consultants		
1.	Team Leader/Senior Highway Engineer	1	36
2.	Bridge Specialist/Geotechnical Engineer	1	32
3.	Materials/Pavement Engineer	1	32
4.	Senior Resident Engineer	3	108
5.	Contract Specialist	1	4
6.	Environmental Specialist	1	6
7.	Resettlement Specialist	1	6
8.	Security Coordinator	1	36
	Subtotal (A): Key International Consultants		260
B.	Key National Consultants		

1.	Resident Engineer	3	102
2.	Structural/Bridge Engineer	3	96
3.	Materials/Pavement Engineer	3	96
4.	Quantity Surveyor	3	102
	Subtotal (B): Key National Consultants		396
C.	None Key National Consultants		
5	Site Inspector	9	306
6.	Accountant	1	36
7.	Resettlement Specialist	3	18
8.	Environmental Specialist	3	18
9.	Security Officer	3	96
	Subtotal (C): None Key National Consultants		474
	TOTAL (A+B+C)		1,130

16. The Consultant shall nominate any support staff positions they require in their Personnel Schedule.

E. Qualification Requirements and Responsibilities of Key Personnel

17. All team members, both international and domestic, must be proficient in both written and spoken English. The qualification requirements for each team member follows.

- (i) **Team Leader/Senior Highway Engineer: [International, 1 person, total 36 person-months]**

18. The Team Leader is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated fields, who: (i) is a recognized qualified expert in road construction supervision preferably with 20 years' experience or more; (ii) has experience in managing multidisciplinary and multinational teams for preferably three such assignments; and (iii) has a proven track record of successfully completing assignments of a similar nature including hands-on experience in maintaining records, advising with the day-to-day coordination of works, supervising and certifying construction in accordance with contract conditions, preparing various project reports, and coordinating the review and update of designs and cost estimates as required; (iv) is fluent in English; and (v) has regional experience in Central Asia.

19. The Team Leader shall function as the Engineer's Representative in administering the Contracts.

20. The Team Leader/Senior Highway Engineer shall manage and coordinate the consulting team to ensure the Project is implemented in accordance with the Contract including:

- (i) Administer and supervise the temporary and permanent works in accordance with the provisions of the Contract; including:
- a. Ensure that the Notice to commence has been issued;

- b. Review and agree with the Employer the Contractors' work programs and subsequently monitoring the construction progress in accordance with Contract requirements;
- c. programs or otherwise providing advance notice to the EA of possible delays due to lack of possession;
- d. Review all surveys, field investigations, designs, drawings and specifications, recommending any changes needed to provide more cost-effective solutions, and approving the design, drawings and changes in the specification;
- e. Maintain close liaison with the EA and other relevant agencies including the police, other government and regional authorities and, local stakeholders;
- f. Measure the Works agreeing and certifying interim and final payment certificates for submission to the EA, and assisting the EA in preparing withdrawal documentation to ADB;
- g. Assess and, where appropriate, make recommendations on applications for extension of time, claims for additional payment and other contractual disputes issuing site instructions, variation orders, provisional sum orders and day works orders, as appropriate;
- h. Monitor the Contractor's laboratory testing and carrying out Independent testing as required;
- i. Check and approve the Contractor's working and "as built" drawings;
- j. Prepare a final report for the Contract, which will be a compilation and condensation of data presented in regular monthly and quarterly progress reports, together with copies of "as built" drawings within three months of the issue of the Defects Liability Certificate(s);
- k. Develop training programs for EA staff and provide on-the-job training on construction supervision including contract administration, quality control, monitoring and evaluation, environmental monitoring and the project performance monitoring system;
- l. Assist the EA to update and implementation the LARP including reporting;
- m. Prepare and implement the PPMS in consultation with ADB and the EA;
- n. Ensure that the construction methods as proposed by the Contractor comply with the requirements of the approved EMP, including implementation of the Environmental Monitoring Plan;
- o. Monitor the implementation of the health and safety program at camp site with the including the information and education campaign on sexually-transmitted diseases including human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) as required by the Contract;
 - p. Ensure that no child labour is employed under the Contract;
- q. Assess and design for approval by the EA and ADB the Community Outreach Program and supervise implementation by the Contractor;
- r. Coordinate the preparation, approval by the EA and ADB of the Project Security Plan and supervise implementation by the Contractor;
- s. Prepare and implement the Consultant Security Plan;
- t. Prepare monthly progress reports, in a form agreed with the EA and ADB and submit these within 10 days of the end of the month to which they refer; and
- u. Prepare quarterly progress reports, in a form agreed with the EA and ADB and submit these within 1 month of the end of the reporting period; these reports are to cover physical progress, financial progress, loan withdrawal,

compliance with the environmental mitigation requirements, results of the project performance monitoring system and result of other environmental monitoring.

21. Advise the EA on all matters concerning implementation of the Contracts including quality control, work progress, implementation issues, and arbitration or litigation etc.

(ii) Bridge/Geotechnical Engineer: [International, 1 person, total 32 person-months]

22. The Bridge/Geotechnical Engineer shall have a degree in civil engineering, with preference being given to candidates holding a postgraduate degree in structural engineering with extensive geotechnical experience. He/she should preferably have 12 years' experience or more, of which ten years shall be in structural design of concrete structures, demonstrating: (i) experience in design and construction of bridges and other road project structures; (ii) experience on various structural designs and documentations including design of all required earthworks including roadway embankments, retaining walls, drainage and any other required structures; (iii) experience in rock excavation and removal for roadway structures and embankments; and (iii) supervision of the work of field teams with respect to certifying construction in accordance with contract conditions; (iv) is fluent in English; and (v) has regional experience in Central Asia. Detailed tasks include:

- (i) Coordination of construction supervision of all Project structural elements, including temporary works, earthworks, bridges, retaining walls, drainage culverts and any other structures including the management of the Bridge/Geotechnical engineering team in coordination with the Team Leader and the Senior Resident Engineer;
- (ii) Review and approve the design of temporary works, including shuttering and scaffolding, for suitability and safety during construction;
- (iii) Review and approve the construction schedule for all earthworks including rock excavation and removal and structural elements, in consultation with the Materials/Pavement Engineer;
- (iv) Review and approve the Contractor's proposed quality assurance and quality control systems and procedures for earthworks including rock excavation and removal and structural works;
- (v) Inspect contractor's personnel to ensure that they are properly trained, supervised and equipped with the necessary tools and equipment for their personal safety;
- (vi) Review and approve quality control test results and certificates for all earthworks including rock excavation and removal and structural elements;
- (vii) Establish the schedule, methods and procedures for the construction supervision of all earthworks including rock excavation and removal and structural elements; and
- (viii) Inform the Project Manager of any quality and safety issue for bridge and rock excavation and removal work.

(iii) Materials/Pavement Engineer: [International, 1 person, total 32 person-months]

23. The Material Engineers shall have a degree in civil engineering, preferably with 12 years' experience or more in major road construction works with a focus on pavement engineering and materials testing. Relevant experience should include: (i) supervising the Contractor's compliance

with material specifications and testing; (ii) providing input to the design team to source suitable materials; (iii) engineering design of flexible Asphaltic Concrete (AC) pavements, (iv) coordinating and supervising the work of field teams in supervising and certifying construction in accordance with contract conditions including acceptance standards of materials, approval of source supply, establishing QA/QC procedures, setting up laboratories, mix designs and testing procedures; (v) fluency in English; and (vi) regional experience in Central Asia. Detailed tasks include:

- (i) Coordination of construction supervision of all Project pavements, including the management of the Materials/Pavement engineering team in coordination with the Team Leader and the Senior Resident Engineer;
- (ii) Review and approve the Contractor's proposed geotechnical investigations for pavements and pavement materials;
- (iii) Liaise with the Bridge/Geotechnical Engineer on the geotechnical requirements for bridge design;
- (iv) Review and advice on all geotechnical matters during construction;
- (v) Review and approve the construction schedule for all pavement works;
- (vi) Lead the review and approval of the Contractor's proposed quality assurance and quality control systems and procedures for all materials and works, including proposed sampling and testing procedures, laboratory establishment and procedures and reporting of results;
- (vii) Review and approve quality control test results and certificates for all pavement materials and works; and
- (viii) Establish the schedule, methods and procedures for the construction supervision of all pavement works.

(iv) Senior Resident Engineer: [International, 3 persons, total 108 person-months]

24. The Senior Resident Engineer is a highway engineer, who: (i) holds a degree in civil or highway engineering; (ii) preferably has 15 years of experience or more with 10 years of experience in similar positions and assignments involving construction and management of large road projects, as well as contract administration; (iii) can demonstrate three previous assignments as resident engineer for the construction of flexible AC pavements for highways or airport runways (iv) is familiar with various international standards for design and construction including staging of works and various methods of construction including: temporary works, construction planning, scheduling and progress monitoring, implementing a security plan, assigning equipment and personnel, testing and field trials, and "as-built" drawings; (v) is fluent in English; and (vi) has regional experience in Central Asia. Detailed tasks include:

- (i) Ensure that the Contractor is granted possession of the Site in accordance with the agreed program;
- (ii) Liaise with the appropriate authorities to ensure that all affected utility services are promptly relocated;
- (iii) Review and approve the Contractor's traffic management plans;
- (iv) Carry out checks on the Contractor's setting out and ensuring that the Works are carried out in accordance with the drawings and other design details;
- (v) Maintain full and detailed permanent site records including site correspondence, survey data, quality acceptance data, site diaries, measurement and certification, minutes of meetings and records of all other contractually relevant matters;
- (vi) Monitor the Contractors' quality control procedures and laboratory testing and carrying out Independent testing as required;

- (vii) Ensure that Works are executed in accordance with all provisions of the Contract, including those relating to standards of materials and workmanship, health and safety requirements and environmental protection requirements;
- (viii) Measure the works, agree and certify interim and final payment certificates for submission to the Employer in consultation with the Team Leader, and assisting the Employer in preparing loan withdrawal documentation to ADB;
- (ix) Assist Team Leader in administrating, assessing and, where appropriate, making recommendations on applications for extension of time, claims for additional payment and other contractual disputes;
- (x) Maintaining regular estimates of the cost to completion and time to completion for the Contracts;
- (xi) Reviewing the Contractors' proposed program and technical recourses for routine, emergency and winter maintenance and provide training to EA staff who will take over quality control and administration of maintenance;
- (xii) Assist land acquisition and resettlement activities being undertaken by the Government and the provincial authorities in cooperation with the Resettlement Specialists;
- (xiii) Prepare, with the assistance of Environmental Specialists, environmental monitoring reports for inclusion in the quarterly and annual reports;
- (xiv) Monitor the implementation of the health and safety program on Site including the information and education campaign on sexually transmitted diseases including HIV/AIDS as required by the Contract; and
- (xv) Ensure that no child labour is employed under the Contract.

(v) Contract Specialist: (on-call) [International, 1 person, total 4 person-months]

25. The specialist will have a degree in civil engineering preferably with 12 years of experience or more in procurement/contract management in either the public or private sector such that the focus of the experience is on: (i) international development assistance funded road projects executed under FIDIC conditions of contract; and (ii) the preparation, checking, processing and issuance of variation orders, claims and their disposal, etc. Detailed tasks include:

- (i) Assist the Team Leader, the EA and the Contractor to establish responsibilities and procedures for the management and administration of the Contract;
- (ii) Review the Contractor's insurance policies and performance and advance payment sureties for compliance with the Contract;
- (iii) Assist the Team Leader to administer the Contract in accordance with agreed procedures, including reviewing and making recommendations on any applications by the Contractor for contract variations including claims for extension of time or additional payment and other contractual disputes arising; and
- (iv) Advise and assist the Employer in arbitration and litigation cases.

(vi) Environmental Specialist: [International, 1 person, total 6 person-months]

26. The specialist will have a degree in engineering, science or equivalent and preferably a postgraduate degree in environmental studies. The specialist will preferably have 10 years' experience or more in the development, implementation and monitoring of environmental management and monitoring plans in accordance with multilateral development organisation requirements. Previous international experience as an Environmental Specialist on major road projects is essential. Detailed tasks include:

- (i) Review the Initial Environmental Examination (IEE) and update as necessary, with particular reference to the Environmental Management Plan (EMP). Refer any amendments to the ADB for approval;
- (ii) Provide training to the staff of the EA, the Contractor and the Consultant on: the requirements of the EMP including specific environmental mitigation measures and monitoring activities to be implemented; and, the roles and responsibilities of all parties;
- (iii) Ensure that the construction methods proposed by the Contractor are satisfactory, with particular reference to the technical requirements of ADB's Environmental Guidelines for Selected Infrastructure Development Projects (Highway and Roads);
- (iv) Undertake periodic review and reporting on the implementation of the EMP;
- (v) Inspect the Contractor's construction equipment; safety of the works, property, personnel, and general public; and the recommendations of the environmental management plan (EMP); and
- (vi) Supervise and monitor the implementation of any environmental mitigation measures required and in the event of occurrence of any unexpected environmental impacts, coordinate with the Contractor to provide mitigation measures.

(vii) Resettlement Specialist: [International, 1 person, total 6 person-months]

27. The Resettlement Specialist will have a degree in the social sciences, land administration, or equivalent disciplines. Experience should preferably illustrate: (i) 10 years of experience or more with the management, preparation and execution of resettlement programs in developing countries funded by multilateral donors, particularly those funded by the ADB; (ii) experience in the design and implementation of capacity building and training programs; (iii) verbal and written fluency in English; and (iv) experience in post-conflict countries. Experience in the Central Asia region will be an advantage. Detailed tasks include:

- (i) Assist the EA to review and understand all laws and regulations pertaining to land acquisition, resettlement, and assistance to disadvantaged citizens, and ensure that local governments and affected communities understand the requirements of ADB policy and LARP requirements;
- (ii) Review the LARP and update as necessary. Refer any amendments to ADB for approval;
- (iii) Prepare guidelines and provide training to EA staff on the implementation of the LARP;
- (iv) Assist the EA to implement the approved LARP including managing proper disclosure to the public, preparing detailed action plans for the delivery of compensation, ensuring that all affected parties receive payments or other rehabilitation based on the LARP and assisting the EA to hand over the Site to the Contractor free from all encumbrances;
- (v) Ensure that the displaced persons are properly consulted and adequately resettled and compensated in accordance with the provisions of the LARP. This task entails among other things proper review of compensation rates and consultation with local governments and community organizations to ensure compensation at replacement cost;
- (vi) Ensure that the independent monitoring agencies and the implementing NGOs are hired in timely manner including preparing terms of reference and reviewing monitoring reports;
- (vii) Ensure that civil works commence only after the implementation of LARP and after approval of ADB on implementation of LARP;

- (viii) Ensure the EAs compliance with all relevant grant covenants;
- (ix) Assist the EA to prepare reports on LARP implementation complying with ADB requirements; and
- (x) Any other associated tasks that the EA or ADB may require to be done with respect to social safeguards.

(viii) Security Coordinator: [International, 1 person, total 36 person-months]

28. The international Security Coordinator should have an extensive background and experience in the security field, with (a) preferably 10 years government, military, and/or police service, or equivalent private sector security-related experience including experience in establishing security policies and procedures relating to police/military and/or investigation agencies and good knowledge of the UN Security Management System; (b) comprehensive knowledge and understanding of the functions of multilateral donor organizations and their field operations; (c) area knowledge and experience in Afghanistan; (d) demonstrated experience in crisis management and operating in difficult circumstances and conditions; (e) strong written and verbal briefing and reporting skills including an excellent command of written and spoken English; and (e) demonstrated experience in operating in a multicultural environment. Detailed tasks include:

- (i) Assist the Government, the EA and the Contractor to prepare the Project Security Plan;
- (ii) Review of the Project Security Plans submitted by the Contactors and coordination of final approval by the EA and ADB;
- (iii) Ongoing consultation and coordination of the implementation of the Project Security Plan with the Ministry of Interior, the EA and the Contractor;
- (iv) Supervision of implementation of the Project Security Plan including reporting; and
- (v) Preparation of the Consultant Security Plan and supervision of its implementation.

(ix) Resident Engineer: [National, 3 persons total 102 person-months]

29. The Resident Engineer will have a degree in civil engineering with preferably 12 years' experience or more with a 5 years' experience in senior site supervision roles for the construction of major road works with extensive experience in the construction of flexible road or runway pavements. Proven experience in the management and coordination of large site supervision teams is essential. An excellent command of oral and written English is required. Under the direction of the Senior Resident Engineer, detailed tasks include:

- (i) Liaise with the appropriate authorities to ensure that all affected utility services are promptly relocated;
- (ii) Review the Contractor's traffic management plans;
- (iii) Carry out checks on the Contractor's setting out and ensuring that the Works are carried out in accordance with the drawings and other design details;
- (iv) Maintain full and detailed permanent site records including site correspondence, survey data, quality acceptance data, site diaries, measurement and certification, minutes of meetings and records of all other contractually relevant matters;
- (v) Monitor the Contractors' quality control procedures and laboratory testing and carrying out Independent testing as required;
- (vi) Ensure that Works are executed in accordance with all provisions of the Contract, including those relating to standards of materials and workmanship, health and safety requirements and environmental protection requirements;

- (vii) Measure the works, agree and certify interim and final payment certificates for submission to the Employer in consultation with the Team Leader, and assisting the Employer in preparing loan withdrawal documentation to ADB;
- (viii) Maintaining regular estimates of the cost to completion and time to completion for the Contracts;
- (ix) Reviewing the Contractors' proposed program and technical recourses for routine, emergency and winter maintenance and provide training to EA staff who will take over quality control and administration of maintenance;
- (x) Assist land acquisition and resettlement activities being undertaken by the Government and the provincial authorities in cooperation with the Resettlement Specialists;
- (xi) Prepare, with the assistance of Environmental Specialists, environmental monitoring reports for inclusion in the quarterly and annual reports;
- (xii) Monitor the implementation of the health and safety program on Site including the information and education campaign on sexually transmitted diseases including HIV/AIDS as required by the Contract; and
- (xiii) Ensure that no child labour is employed under the Contract.

(x) Structural/Bridge Engineer: [National, 3 persons total 96 person-months]

30. The Structural Engineer shall have a degree in civil engineering preferably with 8 years' experience or more, demonstrating a working knowledge in: (i) the design and construction of bridges and other structures for road projects; (ii) various structural designs and documentations including the design of all required earthworks, retaining walls, drainage and any other required structures; and (iii) supervising the work of field teams in monitoring progress, assessing quality, and certifying construction in accordance with contract conditions. Under the direction of the international Bridge/Geotechnical Engineer, detailed tasks include:

- (i) Construction supervision of all Project structural elements, including temporary works, earthworks, bridges, retaining walls, drainage culverts and any other structures;
- (ii) Review the design of temporary works, including shuttering and scaffolding, for suitability and safety during construction;
- (iii) Review the construction schedule for all earthworks and structural elements, in consultation with the Materials/Pavement Engineer;
- (iv) Review the Contractor's proposed quality assurance and quality control systems and procedures for earthworks and structural works; and
- (v) Review quality control test results and certificates for all earthworks and structural elements.

(xi) Materials/Pavement Engineer: [National, 3 persons total 96 person-months]

31. The Materials/Pavement Engineer shall have a degree in civil engineering preferably with 8 years' experience or more in major road construction works focused on pavement engineering and materials testing. Relevant experience should include: (i) supervising the Contractor's compliance with material specifications and testing; (ii) assistance to the design team to source suitable materials; (iii) engineering design of highway or runway flexible AC pavements (iv) supervising and certifying construction in accordance with contract conditions including acceptance standards of materials, approval of source supply, establishing QA/QC procedures, setting up laboratories, mix designs and testing procedures; (v) and, a good command of oral and written English. Under the direction of the international Materials/Pavement Engineer, detailed

tasks include:

- (i) Construction supervision of all Project pavements;
- (ii) Review the Contractor's proposed geotechnical investigations for pavements and pavement materials;
- (iii) Review and advise on all geotechnical matters during construction;
- (iv) Review the construction schedule for all pavement works;
- (v) Review of the Contractor's proposed quality assurance and quality control systems and procedures for all materials and works, including proposed sampling and testing procedures, laboratory establishment and procedures and reporting of results; and
- (vi) Review of quality control test results and certificates for all pavement materials and works.

(xii) Quantity Surveyor: [National, 3 persons total 102 person-months]

32. The Quantity Surveyor is a civil engineer preferably with 10 years' experience or more in the supervision of major road projects. He/she will assist the Senior Resident Engineer and Resident Engineer in daily supervision of works with a focus on assessing and checking the quantities, any required variations including justification, and verifying the monthly certificates. Detailed tasks include:

- (i) Measure the completed works and keep detailed records, including the measurement books;
- (ii) Maintain measurement data and assist in preparing the monthly IPCs; and
- (iii) Assist the Team Leader and Contract Specialist in processing contract variations and settlement of claims.

(xiii) Site Inspector: [Non-Key National, 9 persons total 306 person-months]

33. Qualifications for the Site Inspectors shall include having a degree in civil engineering preferably with 8 years' experience or more in major road construction works demonstrating capability in gauging quality workmanship and appropriate construction methods. Under the guidance of the SRE/RE, the Site Inspectors shall:

- (i) Undertake day-to-day supervision for assigned sections of highway and structures;
- (ii) Monitor Contractor's work and certify the construction in accordance with established procedures; and
- (iii) Maintain daily records of weather, labour, plant and materials on assigned sections of the Site.

(xiv) Accountant: [Non-Key National, 1 person total 36 person-months]

34. The Accountant shall have a degree in accounting, finance, or business administration and be qualified as a chartered public accountant. A higher degree is preferable. Preferred experience should illustrate: (i) 10 years or more working in financial accounting with knowledge of public sector accounting systems/procedures, and a sound understanding of the specific development issues relevant to the host country; (ii) ability to prepare concise briefings on financial and accounting matters; (iii) ability to use a variety of computer programs and different types of software to maintain ledgers and to prepare the different types of forms and financial statements; and (iv) excellent written and oral communication skills in English. Detailed tasks

include:

- (i) Establish procedures for the financial monitoring and reporting of the Contract in accordance with government and ADB requirements;
- (ii) Maintain detailed records of all financial disbursements, including assisting the EA with financial reporting to the ADB;
- (iii) Assist the Team Leader to review and approve the Contractor's claims for payment, variation orders and price adjustments; and
- (iv) Provide accounting support for the administration of the consultancy contract.

(xv) Resettlement Specialist: [Non-Key National, 3 person 18 person-months]

35. The Resettlement Specialist shall have a degree in the social sciences, land administration, or equivalent disciplines. Preferably with 5 years' experience or more in the preparation and execution of resettlement programs for road and infrastructure projects in the Central West region. Oral competence in local languages and customs will be an advantage. Detailed tasks include:

- (i) Assist the EA to implement the approved LARP including managing proper disclosure to the public, preparing detailed action plans for the delivery of compensation, ensuring that all affected parties receive payments or other rehabilitation based on the LARP and assisting the EA to hand over the Site to the Contractor free from all encumbrances;
- (ii) Ensure that the displaced persons are properly consulted and adequately resettled and compensated in accordance with the provisions of the LARP. This task entails among other things proper review of compensation rates and consultation with local governments and community organizations to ensure compensation at replacement cost;
- (iii) Ensure that the independent monitoring agencies and the implementing NGOs are hired in timely manner including preparing terms of reference and reviewing monitoring reports;
- (iv) Ensure the EA complies with all relevant grant covenants.
- (v) Assist the EA to prepare reports on LARP implementation complying with ADB requirements; and
- (vi) Any other associated tasks that the EA or ADB may require to be done with respect to social safeguards, including relating to implementation of the LARP grievance mechanism.

(xvi) Environmental Specialist: [Non-Key National, 3 person 18 person-months]

36. The Environmental Specialist shall have a degree in environmental sciences preferably with a minimum of 5 years' experience in the preparation and supervision of environmental management and monitoring plans for road and civil works. Detailed tasks include:

- (i) Supervise the implementation of the EMP including verification of all environmental monitoring activities and coordinating with the Contractor to provide mitigation measures for any unexpected environmental impacts arising; and
- (ii) Preparation of periodic and exceptional environmental management reporting.

(xvii) Security Officer: [None Key National, 3 person 96 person-months]

37. The national Security Coordinator should have an extensive background and experience in the security field, with (a) preferably 5 years government, military, and/or police service, or equivalent private sector security-related experience including experience in establishing security policies and procedures relating to police/military and/or investigation agencies and good knowledge of the UN Security Management System; (b) comprehensive knowledge and understanding of the functions of multilateral donor organizations and their field operations; (c) area knowledge and experience in Afghanistan; (d) demonstrated experience in crisis management and operating in difficult circumstances and conditions; (e) strong written and verbal briefing and reporting skills including an good command of written and spoken English; and (e) demonstrated experience in operating in a multicultural environment. Detailed tasks include:

- (i) Assist with the development of the Project Security Plan;
- (ii) Ongoing consultation and coordination of the implementation of the Project Security Plan with the Ministry of Interior, the EA and the Contractor;
- (iii) Supervise implementation of the Project Security Plan including reporting; and
- (iv) Supervise implementation of the Consultant Security Plan.

F. Facilities and Support

38. The Contractors under each of the civil works Contracts will provide facilities and services for the Consultant within the Works area (the Site) as defined by the Contract. Details of these facilities and services are provided in Appendix A. The Consultant is responsible for the provision of any additional Site facilities they may require.

39. The Consultant is responsible for the provision of:

- (i) International and local transportation outside the Site;
- (ii) All mobile and international communications;
- (iii) Any office or accommodation facilities in Kabul or elsewhere outside the Site; and
- (iv) Any other facilities, services or support required by the Consultant.

G. Security

40. On and off site security for each of the three (Section III. IV and Section V) civil works Contracts is provided by the civil works Contractors under the terms of their Contracts. Under all three Contracts the Contractors provide security on the Site, in and around their camps and on and off site for their personal. In addition, the Contractor is also required to provide Security for the Employer and the Engineer's in and around their camps and while working on the site and off site.

41. The Consultant is responsible for reviewing and approving the Security Plan under each of the civil works Contracts, subject to final approval by the EA.

42. The Consultant is responsible for the security of its personnel outside of the Site. A detailed security plan is not required with the proposal. A Consultant Security Plan will be discussed with the first ranked bidder during contract negotiations. The Consultant Security Plan must be finalized and agreed upon before mobilization.

H. Reporting Requirements

43. The Consultant will prepare and submit the following reports:

- (i) Inception Report, including the report on the performance indicators to be monitored during at the end of the implementation of the Project, to be submitted within one month of mobilization;
- (ii) Report on the data-collection system and the baseline survey for the Project Performance Monitoring/Benefit Monitoring and Evaluation, to be submitted within three months of mobilization;
- (iii) A weekly one-page report on the progress of Works at each Section and any issues related to works (email submission only);
- (iv) Monthly Progress Reports, to be submitted within seven days of the end of each month, to include schedules of contract payments and variation orders, graphical representations of progress against program based on the approved contract schedules, charts of physical progress on major items, relevant photographs, and details of impediments to the Works and proposals for overcoming them;
- (v) Quarterly Progress Report covering all aspects such as progress monitoring, quality assurance/quality control, status of any delays, contractual claims, and details of all financial projections, to be submitted within 14 days of the end of each quarter;
- (vi) Project Completion Report, within three months of substantial completion of the civil works contract; and
- (vii) Maintenance Manual detailing routine and periodic maintenance tasks that will be required to maintain the completed Project, to be submitted within 12 months of commencing services.

44. The Consultant will submit the reports (except the weekly reports) both electronically and in hard copy. Three hard copies will be submitted to the Government (one to the Ministry of Finance and two to the EA) and two hard copies will be submitted to the ADB (one to ADB Headquarters in Manila and one to the Afghanistan Resident Mission in Kabul). Electronic copies of reports shall be emailed to all the above parties. The weekly report shall be submitted to all parties by email only. The formats of all reports are to be agreed upon.

I. Client's Input and Counterpart Personnel

45. Pursuant to Clause 38.1 of the General Conditions of Contract, the Client will provide one soft copy of the Section 3, Section 4 and Section 5 civil works Contracts documents and associated documents. In addition, the Client will ensure that the Contractor provides the facilities and services described above in Section F (Facilities and Support).

J. Client will provide the following inputs, project data and reports to facilitate preparation of the Proposals: Not Applicable

TERMS OF REFERENCE FOR CONSULTING SERVICES CAPACITY BUILDING OF MINISTRY OF PUBLIC WORKS

A. Introduction

1. The Government of the Islamic Republic of Afghanistan has requested the Asian Development Bank (ADB) to provide financing for the Qaisar-Dari Bum Road Project. This support will be financed through grants provided by ADB. The executing agency for the proposed project will be the Ministry of Finance, and the Implementing Agency will be the Ministry of Public Works (MPW).

2. The terms of reference (ToR) is to develop the capacity of MPW.

B. Scope of Work

3. The consultant team will comprise of international and national consultants, the overall scope of the project is to develop the capacity of MPW. The specific objective is to:

- (i) development of standards, guidelines, and operation manuals for the Afghanistan's national highway,
- (ii) strengthening of MPW's organizational structure through technical reform and capacity building program including the establishment of a technical division, and
- (iii) development of a national accreditation process that would develop and strengthened the pool of local engineers.

4. The specific tasks of the consultant will include but not limited to:

- (i) The consultant will develop road construction standards, guidelines, and operation manuals for the Afghanistan's national highway
- (ii) The consultant will conduct an organizational assessment of MPW determine the best approach to strengthen MPW. The consultant should consider existing technical division, and determine the current responsibilities of MPW, and whether it requires additional support to deliver its tasks.
- (iii) The consultant should look at whether MPW needs to shift its current focus towards regulatory and supervisory strength and less involvement with actual design or construction work
- (iv) The consultant will provide technical and advisory services for planning, design, implementation, and management of an agency-wide professional development and certification program in the MPW. The Certification Program shall be based on the principles and practices of the National Institute for Certification in Engineering Technologies (www.nicet.org) or NICET. The outcome of the project is for the MPW to adopt the NICET Certification standard for the professional development and career management of their engineering workforce in charge of the construction inspection.

C. Key Personnel

5. The Client will select international and national consultants to carry out the tasks of the TOR. The procedure for the recruitment of the Consultant will follow ADB's *Guidelines on the Use*

of Consultants.

6. Consulting services require a total of 96 person-months of international experts and 140 person-months of national experts, and will take place over 24 months.

D. Qualification Requirements and Responsibilities of Key Personnel

7. All team members, both international and domestic, must be proficient in both written and spoken English. The qualification requirements for each team member follows.

- (i) **Team Leader/ Construction Standard Specialist: [International, 1 person, total 12 person-months].** The Team Leader is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated fields. The Team Leader should have 15 years experience, and a qualified expert in road design, construction, and in developing road design standards and manuals. Experience in FCAS countries is an advantage.
- (ii) **Design Standards and Manual Specialist: [International, 1 person, total 10 person-months].** The specialist is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated fields. The Specialist needs to have 10 years of relevant experience in road design, or development of construction codes, standards and Manuals, and preferably with 10 years relevant experience. Experience in FCAS countries is an advantage.
- (iii) **Survey Standards Specialist: [International, 1 person, total 10 person-months].** The specialist has a degree in Geodesy or equivalent. he Specialist needs to have 10 years of relevant experience in development of survey standards and maps for road design and construction. Experience in FCAS countries is an advantage.
- (iv) **Construction Standards Specialist: [International, 1 person, total 10 person-months].** The specialist is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated degree. The Specialist has 10 years' relevant experience in construction of the transportation project. Experience in FCAS countries is an advantage.
- (v) **Team Leader/ Construction design and institutional development Specialist: [International, 1 person, total 12 person-months].** The Team Leader is a civil engineer or highway engineer, with a postgraduate degree in road engineering or associated fields. The Team Leader is a qualified expert in road design and construction; with strong experience in capacity development and institutional reform. The Team leader should have at least 15 years of relevant experience. Experience in FCAS countries is an advantage.
- (vi) **Geodesy and GIS Specialist: [International, 1 person, total 10 person-months].** The specialist has a degree in Geodesy or civil engineering and is a recognized qualified expert in ground survey and preparing survey plans, use of GIS for design purposes and field works including construction of road projects standards, with 10 years of relevant experience. Experience in FCAS countries is an advantage.

- (vii) **Transportation Design Specialist: [International, 1 person, total 10 person-months].** The specialist is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated degree, and is a recognized qualified expert in road design, construction projects, with 10 years experience. Experience in FCAS countries is an advantage.
- (viii) **Construction Inspection Specialist: [International, 1 person, total 10 person-months].** The specialist is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated degree, and is a recognized qualified expert in inspection, quality control and quality assurance of the road construction project, with 10 years of relevant experience: Experience in FCAS countries is an advantage.
- (ix) **Team Leader/ Construction and engineering certification Specialist: [International, 1 person, total 12 person-months].** The Team Leader is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated fields, and is a recognized qualified expert in road design and construction, having knowledge and experience in certification of engineering technologies will be plus point, with 15 years of relevant experience. The team leader needs to have a proven track record of successfully completing assignments of a similar nature including hands-on experience in maintaining records, advising with the day-to-day coordination of works, and coordinating the review and update of designs and cost estimates as required. Experience in FCAS countries is an advantage.
- (x) **Design Standards and Manual Specialist: [national, 2 persons, total 20 person-months].** The specialist is a civil engineer or highway engineer preferably with a postgraduate degree in civil engineering or postgraduate degree in road engineering or associated fields, and is recognized qualified expert in road design, or development the construction code, standards and Manuals, and preferably with 7 years' relevant experience or more. Fluency in written and spoken English is a must.
- (xi) **Survey Standards Specialist: [national, 2 persons, total 20 person-months].** The specialist has a postgraduate degree in Geodesy or equivalent, and is a recognized qualified expert in the development of survey standards and maps for road design and construction, and preferably with 7 years' relevant experience or more. Fluency in written and spoken English is a must.
- (xii) **Construction Standards Specialist: [national, 3 persons, total 20 person-months].** The specialist is a civil engineer or highway engineer preferably with a postgraduate degree or postgraduate degree in road engineering or associated degree, and is a recognized qualified expert in construction of the transportation project, and preferably with 7 years' relevant experience. Fluency in written and spoken English is a must.
- (xiii) **Geodesy and GIS Specialist: [national, 1 person, total 20 person-months].** The specialist has a degree in Geodesy or civil engineering, and is a recognized qualified expert in the ground survey and preparing survey plans, use of GIS for design purposes and field works including construction of road projects, and preferably with 7 years of relevant experience or more. Fluency in written and

spoken English is a must.

- (xiv) **Transportation Design Specialist: [national, 3 persons, total 20 person-months]**. The specialist is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated degree, and is a recognized qualified expert in design of the road construction project, and preferably with 7years' relevant experience. Fluency in written and spoken English is a must.
- (xv) **Construction [Inspection Specialist: [national, 2 persons, total 20 person-months]**. The specialist is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated degree, and is a recognized qualified expert in inspection, quality control and quality assurance of the road construction project, and preferably with 7 years of relevant experience. Fluency in written and spoken English is a must.
- (xvi) **Road construction project trainer: [national, 2 persons, total 20 person-months]**. The specialist is a civil engineer or highway engineer preferably with a postgraduate degree in road engineering or associated degree, and is a recognized qualified expert in training and mentoring of the road engineers in road design, construction and project management, and preferably with 7 years of relevant experience. Fluency in written and spoken English is a must.

TERMS OF REFERENCE FOR CONSULTING SERVICES CAPACITY BUILDING FOR CLIMATE CHANGE AND DISASTER RISK REDUCTION

A. Introduction

1. The rugged terrain, arid climate and low levels of socioeconomic development in Afghanistan make it prone to disasters triggered by natural hazards, including floods, droughts, landslides, avalanches and earthquake. Flooding has been the most frequently occurring natural hazard, especially in the north, central and eastern parts of Afghanistan, affecting the lives, livelihoods and assets including roads. With climate change the flood and drought risk are likely to increase in the future. Moreover, located in a tectonically active part of the world, Afghanistan is at risk from earthquake hazards, which causes fatalities and damage to infrastructure. With transportation infrastructure being a high development priority of the Government of Afghanistan, it is essential that planning, design, construction, maintenance and operation of road infrastructure factors measures to reduce risks from climate change and disasters. This requires raising awareness, improving design standards and strengthening capacity of all relevant stakeholders on mainstreaming disaster and climate resilience in road sector operations.

2. The services of Capacity Building for Climate Change and Disaster Risk Reduction (CCDRR) consultants (the Consultant) will include supporting the Ministry of Public Works (MPW) working in closely partnership with the Afghanistan National Disaster Management Authority (ANDMA) and National Environmental Protection Agency (NEPA) in (i) undertaking climate change and disaster risk assessment of the road sector in order to identify key risks and propose measures to strengthen resilience; (ii) undertaking a review of current design standards and technical specifications used for road construction in Afghanistan – the Afghan Interim Road Standards and provide recommendations for factoring climate and disaster risk considerations in the standards, where relevant; (iii) conducting capacity building for all relevant stakeholders, namely, the staff from MPW, the project management office (PMO) of ADB transport projects, and the local contractors; and (iv) providing technical inputs to the Supervision Consultants to incorporate climate change and disaster risk consideration in the review of detailed engineering design and community outreach programme under the proposed Qaisar to Dari Bum road project.

B. Objective

3. The primary objective of the services to be provided by the Consultant is to strengthen capacity of MPW and local contractors on incorporating climate change and disaster risk considerations in road sector operations.

C. Scope of Work

4. The Consultant team will comprise of international and national specialists with expertise in disaster risk reduction, climate change adaptation, flood risk modeling, disaster risk assessment and different aspects of road engineering. The Consultant will adopt a two-stage approach to perform their scope of work.

5. The first stage will include:

Undertaking a **climate change and disaster risk assessment for the road sector** of Afghanistan. The assessment will build on existing assessments and

databases (such as road sector GIS asset inventory) undertaken by the government and other development partners, where relevant, and identify climate change and disaster risks to the existing and planned road infrastructure in the country. The results of the assessment will provide an improved understanding on the potential impacts of climate change and disaster risk on road sector, including, identifying existing assets/road sections that are critical for managing risks. The assessment will result in recommendations for strengthening climate and disaster resilience in the context of road asset management process. The results of the assessment will feed into Afghanistan Disaster Risk Info (<http://disasterrisk.af.geonode.org/>), which is a public platform for creating, sharing and accessing geospatial data and maps for disaster risk-related decision making.

- (i) Undertaking **probabilistic flood risk assessment** for the proposed Qaisar to Dari Bum road project. The assessment will build on the disaster risk management decision making tool developed by MPW with support from the World Bank, currently focusing on earthquakes and landslides, and expand its scope to include data on flood risk. The result of the assessment will inform the design work of the proposed road project. (need to update once have more information from the World Bank/MPW)
- (ii) Undertaking a **review of current design standards used for road construction** in Afghanistan - the Afghan Interim Road Standards and provide recommendations for factoring climate and disaster risk considerations in the standards, where relevant. The review will also factor in relevant guidelines for road construction by other ministries, where relevant, such as the ones proposed by Ministry of Irrigation Water Resources and Environment from environmental safeguard purposes. The recommendations on improving road design standards from climate change and disaster risk angle will be developed based on extensive consultations with relevant national stakeholders, including various ministries and scientific organizations.

6. The second stage will include:

- (i) Conducting **sensitization workshops for decision makers** on strengthening climate change and disaster resilience in the transport sector. Based on the findings of the assessments and reviews undertaken in first stage, and global good practices and case studies, the workshops will sensitize decision makers from key ministries/agencies, including MPW, Ministry of Finance, ANDMA, NEPA. The workshops will aim at raising awareness on the adverse impacts of climate change and disaster risk on the transport sector, and interventions – policy, financial and technical required to manage the risks.
- (ii) Developing and delivering **trainings targeted at MPW staff** (at national and provincial level) and PMO staff on integrating climate change and disaster risk considerations into road design, construction, maintenance and operations. The training modules will pay specific attention to topics related to hydrology, slope protection work, erosion control, bioengineering and their role in strengthening climate and disaster resilience. The training courses will also include staff from ANDMA and NEPA.
- (iii) Developing and delivering training courses targeted at local contractors on designing and constructing climate and disaster resilient roads.

D. Schedule and Personnel

7. The services will be carried out by an international firm(s) in association with national consultants, to be selected by the Implementing Agency in accordance with ADB's Guidelines on the Use of Consultants (2013), as amended from time to time.

8. The services will be provided in Afghanistan.

9. The contract will be for a period of 30 months. The estimated person-months of key international and national consultant inputs are shown below. The Consultant is requested to propose the assignment of experts in accordance with the objectives and scope of services.

	Key Expertise	No	Total Input (PM)
A.	International Consultants		
1.	Disaster Risk Assessment and Climate Change Specialist	1	24
2.	Disaster Risk Assessment Specialist	1	12
3.	Flood Risk Modeling Specialist	1	12
4.	Exposure Database GIS Specialist	1	10
5.	Structural Vulnerability Assessment Specialist	1	10
6.	Road Design Engineer	1	6
7.	Bridge Design Engineer	1	6
8.	Drainage Design Engineer	1	6
9.	Geotechnical Specialist	1	6
10.	Transport Economist	1	6
	Subtotal (A): International Consultants		98
B	National Consultants		
1.	Disaster Risk Reduction Specialist	1	24
2.	Hydrologist	1	24
3.	Geologist	1	24
4.	GIS Specialist	1	24
5.	Road Design Engineer	1	24
6.	Bridge Design Engineer	1	24
7.	Drainage Design Engineer	1	24
8.	Capacity Building Specialist	1	24
	Subtotal (B): National Consultants		192
	TOTAL (A+B)		290

10. The Consultant shall nominate any support staff positions they require in their Personnel Schedule.

E. Qualification Requirements and Responsibilities of Key Personnel

11. All team members, both international and national, must be proficient in written and spoken English. The required qualifications and responsibilities the key personnel are provided below:

- a. **Disaster Risk Reduction and Climate Change Adaptation Specialist and Team Leader** (1 international, 24 person-months, full-time). The consultant should have a postgraduate or higher degree in structural engineering civil engineering, hydrology, geology or related field. The consultant must have at least 10 years of work experience in disaster risk reduction, and climate change adaption especially in the context of transportation sector. Consultants with experience of working in Afghanistan and other countries in Central Asia will be preferred. Detailed tasks include: (i) leading the implementation of the project and being responsible for timely development of all outputs; (ii) supervising the team and ensuring the outputs developed by various team members are technically sound; (iii) maintaining day-to-day consultation with government agencies and all development partners; and (iv) leading the development of the training course on integrating climate change and disaster risk considerations in road sector operations.
- b. **Disaster Risk Assessment Specialist** (1 international, 12 person-months, intermittent). The specialist should have a postgraduate degree in geology, earth sciences or related field; and with training on disaster risk modeling. The consultant must have at least 8 years of relevant work experience in quantitative disaster risk modelling and good understanding of geophysical hazards in Afghanistan. Experience in undertaking climate change and disaster risk assessment in Afghanistan and other countries in Central Asia will be preferred. Detailed tasks include: (i) leading the work on disaster risk assessment for the transport sector, including developing the scope of the assessment addressing key indicators of hazard exposure; physical and economic vulnerability; and estimates of potential losses and combining results of the hazard assessment, exposure assessment, and vulnerability into comprehensive risk profile, including developing outputs in the form of probable maximum loss curves and maps; (ii) liaising with relevant government agencies and development partners to ensure access to existing data and institutionalization of data being collected under this project in Afghanistan Disaster Risk Info Platform; (iii) organizing consultations with decision makers to present the key findings of the disaster risk assessment; (iv) leading the development and delivery of climate change and disaster risk assessment related component of training courses.
- c. **Flood Risk Modeling Specialist** (1 international, 12 person-months, intermittent). The consultant should have a postgraduate or higher degree in hydrology, water resources management, or related field; and with training on flood risk modeling. The consultant must have at least 8 years of relevant work experience in quantitative flood risk modelling and good understanding of climate change issues in Afghanistan. Experience in undertaking flood risk modeling in Afghanistan and other countries in Central Asia will be preferred. Detailed tasks include: (i) in consultation with MPW and PMO staff determining the scope of flood risk modeling for selected basins in the area of the proposed road project; (ii) undertaking flood risk modeling utilizing existing decision support system for disaster risk management developed by MPW; (iii) communicating the key findings of the flood risk modeling in a form that is useful for the detailed engineering design of the proposed road project, the proposed output on disaster risk assessment, and the proposed review of road design standards; (iv) leading the development and delivery of flood risk modeling related training module for MPW and PMO staff.

- d. **Exposure Database GIS specialist** (1 international, 10 person-months, intermittent). The consultant should have a postgraduate degree in geography, information technology, or related field and with at least 8 years of relevant work experience. Good expertise on GIS and familiarity with open source disaster risk information platforms is required. Consultants with experience of working on similar projects in Afghanistan and other countries in Central Asia will be preferred. Detailed tasks include: (i) undertaking consultation with national agencies and development partners involved in road asset databases, including related software and platforms, and secure access; (ii) collecting exposure data and developing exposure maps (using GIS) of road network to feed into the disaster risk assessment; (iii) ensuring the exposure maps are accessible through the Afghanistan Disaster Risk Info Platform; (iv) contributing to specific sections of the output on disaster risk assessment.
- e. **Structural Vulnerability Assessment Specialist** (1 international, 10 person-months, intermittent). The consultant should have a postgraduate degree in structural engineering, civil engineering, or related field. The consultant must have at least 8 years of relevant work experience in vulnerability assessment of infrastructure. Consultants with experience of working on similar projects in Afghanistan and other countries in Central Asia will be preferred. Detailed tasks include: (i) determining the scope of structural vulnerability assessment to feed into the disaster risk assessment; (ii) gathering the key indicators of physical vulnerability; (iii) undertaking vulnerability assessment by estimating potential disaster losses; (iv) ensuring the exposure maps are accessible through the Afghanistan Disaster Risk Info Platform; and (v) contributing to specific sections of the output on disaster risk assessment.
- f. **Road Design Engineer** (1 international, 6 person-months, intermittent). The consultant should have a postgraduate or higher degree in road engineering, highway engineering or related field. The consultant must have at least 8 years of work experience in road design especially in areas at risks from natural hazards. Familiarity with road design standards that have factored in climate change and disaster risk considerations will be required. Consultants with experience of working in Afghanistan and other countries in Central Asia will be preferred. Detailed tasks include: (i) leading the review of international road design standards that have factored climate change and disaster risk considerations; (ii) leading the review of currently used design standards for roads in Afghanistan and develop recommendations to strengthen climate change and disaster risk considerations; (iii)
- g. undertaking consultations with relevant stakeholders to present the recommendations and seek inputs before finalizing the recommendations; and (iv) leading the development and delivery of training module to integrate climate change and disaster risk considerations in road design.
- h. **Bridge Design Engineer** (1 international, 6 person-months, intermittent). The consultant should have a postgraduate or higher degree in civil engineering, structural engineering or related field. The consultant must have at least 8 years of work experience in bridge design. Familiarity with bridge design standards that have factored in climate change and disaster risk considerations will be required. Consultants with experience of working in Afghanistan and other countries in

Central Asia will be preferred. Detailed tasks include (i) leading review of international bridge design standards that have factored climate change and disaster risk considerations; (ii) leading the review of currently used design standards for bridges in Afghanistan and develop recommendations to strengthen climate change and disaster risk considerations; (iii) undertaking consultations with relevant stakeholders to present the recommendations and seek inputs before finalizing the recommendations; and (iv) leading the development and delivery of training module to integrate climate change and disaster risk considerations in bridge design.

- i. **Drainage Design Engineer** (1 international, 6 person-months, intermittent). The consultant should have a postgraduate or higher degree in hydrology, or related field. The consultant must have at least 8 years of work experience in drainage design. Familiarity with road drainage standards that have factored in climate change and disaster risk considerations will be required. Consultants with experience of working in Afghanistan and other countries in Central Asia will be preferred. Detailed tasks include: (i) leading review of international drainage design standards that have factored climate change and disaster risk considerations; (ii) leading the review of currently used design standards for drainage in Afghanistan and develop recommendations to strengthen climate change and disaster risk considerations; (iii) undertaking consultations with relevant stakeholders to present the recommendations and seek inputs before finalizing the recommendations; and (iv) leading the development and delivery of training module to integrate climate change and disaster risk considerations in drainage design.
- j. **Geotechnical Specialist** (1 international, 6 person-months, intermittent). The consultant should have a postgraduate or higher degree in civil engineering, soil mechanics, geology or related field. The consultant must have at least 8 years of work experience in geotechnical aspects of road projects. Consultants with experience of working in Afghanistan and other countries in Central Asia will be preferred. Detailed tasks include: (i) leading review of international standards for geotechnical engineering in the context of road sector and that have factored climate change and disaster risk considerations; (ii) leading the review of currently used geotechnical standards for road projects in Afghanistan and develop recommendations to strengthen climate change and disaster risk considerations; (iii) undertaking consultations with relevant stakeholders to present the recommendations and seek inputs before finalizing the recommendations; and (iv) leading the development and delivery of training module to integrate climate change and disaster risk considerations in geotechnical design.
- k. **Transport Economist** (1 international, 6 person-months, intermittent). The consultant should have a postgraduate or higher degree in economics or related field. The consultant must have at least 8 years of work experience in relevant field, including experience in undertaking economic assessments and cost-benefit analysis in the context of climate change and disaster risk. Consultants with experience of working in Afghanistan and other countries in Central Asia will be preferred. Detailed tasks include: (i) estimating the economic costs of potential impacts of climate change and disaster risks to feed into the disaster risk assessment; and (ii) undertaking costs and benefits of proposed disaster risk reduction and climate change adaptation measures.

- l. **Disaster Risk Reduction Specialist** (1 national, 24 person-months, full-time). The consultant should have a graduate or postgraduate degree in civil engineering, hydrology, geology or related field. The consultant must have at least 5 years of work experience in disaster risk reduction projects in Afghanistan. Detailed tasks include: (i) leading day-to-day coordination with relevant government agencies and development partners; (ii) supporting the team leader in overall management of the project and supervising the national consultants; and (iii) contributing to the development and delivery of training courses.
- m. **Hydrologist** (1 national, 24 person-months, full-time). The consultant should have a graduate or postgraduate degree in hydrology, water resources management, or related field. The consultant must have at least 5 years of relevant work experience in flood risk assessment. Detailed tasks include: (i) supporting the international flood risk modeling specialist in the day-to-day coordination with relevant government agencies, (ii) collecting flood hazard and other relevant data, (iii) supporting in flood risk modeling and communicating the key findings in a form that is useful for decision making; and (iv) supporting the project supervision consultant team to factor the results of flood risk modeling in the detailed engineering design of the proposed road.
- n. **Geologist** (1 national, 24 person-months, full-time). The consultant should have a graduate or postgraduate degree in geology or related field. The consultant must have at least 5 years of relevant work experience and good understanding of geophysical hazards – earthquake and landslides issues in Afghanistan. Detailed tasks include: (i) supporting the international disaster risk assessment specialist in the day-to-day coordination with relevant government agencies, (ii) collecting hazard and other relevant data, (iii) supporting in disaster risk assessment and communicating the key findings in a form that is useful for decision making; and (iv) supporting the delivery of training module on disaster risk assessment.
- o. **GIS Specialist** (1 national, 24 person-months, full-time). The consultant should have graduate or postgraduate degree in geography, information technology, or related field and with at least 5 years of relevant work experience. Good expertise on GIS is required. Detailed tasks include: (i) supporting the international GIS specialist in day-to-day coordination with relevant government agencies; (ii) consulting national agencies on existing national asset databases, including related software and platforms, and secure access; and (iii) populating road exposure data in the Afghanistan Disaster Risk Info Platform.
- p. **Road Design Engineer** (1 national, 24 person-months, full-time). The consultant should have a graduate or postgraduate degree in civil engineering, highway engineering or related field. The consultant must have at least 5 years of work experience in road design especially in areas at risks from natural hazards. Familiarity with road design standards followed in Afghanistan will be required. Detailed tasks include: (i) supporting the international road design engineer in conducting review of currently used design standards for roads and develop recommendations to strengthen climate change and disaster risk considerations; (ii) undertaking consultations with relevant stakeholders to present the recommendations and seek inputs before finalizing the recommendations; and (iii) leading the delivery of training module to integrate climate change and disaster risk considerations in road design.

- q. **Bridge Design Engineer** (1 national, 24 person-months, full-time). The consultant should have a graduate or postgraduate degree in civil engineering, structural engineering or related field. The consultant must have at least 5 years of work experience in bridge design. Familiarity with bridge design standards followed in Afghanistan will be required. Detailed tasks include: (i) supporting the international bridge design engineer in conducting review of currently used design standards for bridge and develop recommendations to strengthen climate change and disaster risk considerations; (ii) undertaking consultations with relevant stakeholders to present the recommendations and seek inputs before finalizing the recommendations; and (iii) leading the delivery of training module to integrate climate change and disaster risk considerations in bridge design.
- r. **Drainage Design Engineer** (1 national, 24 person-months, full-time). The consultant should have a graduate or postgraduate degree in hydrology, or related field. The consultant must have at least 5 years of work experience in road drainage design. Familiarity with road drainage standards followed in Afghanistan will be required. Detailed tasks include: (i) supporting the international drainage design engineer in conducting review of currently used design standards for drainage and develop recommendations to strengthen climate change and disaster risk considerations; (ii) undertaking consultations with relevant stakeholders to present the recommendations and seek inputs before finalizing the recommendations; and (iii) leading the delivery of training module to integrate climate change and disaster risk considerations in drainage design.
- s. **Capacity Building Specialist** (1 national, 24 person-months, full-time). The consultant should have a graduate or postgraduate degree in civil engineering, hydrology, geology or related field. The consultant must have at least 5 years of work experience in capacity building projects in the road sector in Afghanistan. Detailed tasks include: (i) supporting the team leader in undertaking training needs assessment of relevant stakeholders involved in the road sector; (ii) leading the delivery of training course on integrating disaster and climate risk consideration in road sector operations.

F. Facilities and Support

- 12. Pursuant to Clause 38.1 of the General Conditions of Contract, the Client will provide one soft copy of the civil works contract documents and associated documents. In addition, the Client will ensure that the Contractor provides the facilities and services described below.
- 13. The Contractor will provide facilities and services for the Consultant within the Works area (the Site) as defined by the Contract. Full details of these facilities and services are provided in Annex 1. The Consultant is responsible for the provision of any additional Site facilities they may require.
- 14. The Consultant is responsible for the provision of:
 - a. International and local transportation outside the Site.
 - b. All mobile and international communications.
 - c. Any office or accommodation facilities in Kabul or elsewhere outside the Site.
 - d. Any other facilities, services or support required by the Consultant.

G. Security

15. The Consultant is responsible for the security of its team members. A detailed security plan is not required with the proposal. A Consultant Security Plan will be discussed with the first ranked bidder during contract negotiations. The Consultant Security Plan must be finalized and agreed upon before mobilization.

H. Reporting Requirements

16. The Consultant will prepare and submit the following reports:

- a. Inception Report.
- b. Quarterly Progress Report, to be submitted within 14 days of the end of each quarter.
- c. Midterm report.
- d. Final Report.

17. The Consultant will submit the reports both electronically and in hard copy. Three hard copies will be submitted to the Government (one to the Ministry of Finance and two to the IA) and two hard copies will be submitted to the ADB (Afghanistan Resident Mission in Kabul). Electronic copies of reports shall be emailed to all the above parties. The formats of all reports are to be agreed upon.

TERMS OF REFERENCE FOR THE ROAD ASSET MANAGEMENT SYSTEM (RAMS) PERSONNEL AND SERVICES

1. The scope of RAMS includes all roads under the authority of MPW. It shall include pavement and road structures. It however excludes rural roads (i.e., minor district roads) under jurisdiction of Ministry of Rural Rehabilitation and Development (MRRD) and urban roads which are maintained by local municipalities.

2. An analysis by RAMS determined that the maintenance of gravel roads, for the most part, is not feasible. Further, re-gravelling frequency requirement for most gravel roads is annual due to material and weather considerations in Afghanistan. Therefore, RAMS recommended the following:

- RAMS should focus on major highways with international connections, in addition to paved provincial and district roads.
- A feasibility study to be conducted for the use of new low-cost construction material and technology for low volume roads prior to extend their service life and ensure cost-effectiveness.

VII. SAFEGUARDS

49. The project is categorized B for the environment and involuntary resettlement, and C for indigenous peoples. The project focuses on construction and rehabilitation of 151 km of road from Qaisar to Dari Bum. Construction of this project will need heavy machinery for digging and filling the existence right of way and will also need diversion of route in some area, which may need land acquisition and resettlement activities. To mitigate the diverse effects of the road construction on environment and involuntary resettlement, the road design will follow the existing dirt track alignment construction. The proposed subprojects for community development will be screened by the PMO to ensure that the subprojects with significant impacts on environment (category B or A) or the subprojects that will require involuntary resettlement will not be included.

50. The award of civil works contract will be conditional to the preparation, approval and disclosure of the updated/final initial environment examination (IEE) and land acquisition and resettlement plans (LARPs), while the commencement of works will be conditional to the full implementation of the LARPs. The contractors employed under the road project or community development subprojects shall comply with all applicable national, provincial, and local environmental laws and regulations; and will also comply with any corrective or preventative actions set out in safeguards monitoring reports that the implementing Agency may prepare from time to time to monitor any unanticipated environmental impact.

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

VIII. GENDER AND SOCIAL DIMENSIONS

52. Afghanistan has a Gender Development Index value of 0.6, ranking it 169 out of 188 countries in 2015.⁸ The situation of women has improved significantly in Kabul and other major cities. However, in the provinces and remote villages, traditional gender roles remain rigid and discriminatory towards women. Although some Afghan women undertake productive work outside their household spheres, this is not common, with the female labor force participation rate being just 16%. Presently inter-city transport such as travel on the targeted road links is heavily male dominated. However, the nature of the project means that the scope for making inroads on the gender situation will be narrow.

⁸ <http://hdr.undp.org/en/composite/GDI>

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

a. Project Design and Monitoring Framework (as of 2017)

Impact the Project is Aligned with National trade in and through northwestern Afghanistan increased (Afghanistan National Development Strategy 2008–2013) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome An efficient and reliable road network in northwestern Afghanistan developed	By 2023: a. Number of provincial capitals and major towns (population of 8,000 or more) connected to the regional highway network increased by 15% (2017 baseline: 76%) b. Travel time between Herat and Mazar-e-Sharif reduced by 30% for freight traffic (2017 baseline: 16 hours) c. Vehicle operating cost on project road decreased by 30% (2017 baseline: 81 AF/km for cars and 9 AF/km for trucks)	a. Project performance monitoring surveys and evaluations by consultant and MPW b. Central Statistics Organization of Afghanistan c. Central Statistics Organization of Afghanistan	Political instability within the country
Outputs 1. Qaisar–Dari Bum link of the national Ring Road constructed 2. Roadside infrastructure facilities for 60 local communities installed or constructed	By 2022: 1. 151 km of national Ring Road between Qaisar and Dari Bum completed (2017 baseline: 0 km) 2a. 80% of rural infrastructure for roadside communities functional by 2021 (2017 baseline: 0%) 2b. Women meaningfully participate in the selection of community infrastructure, and the segregated process documented and certified by elders of the village estate council for each subproject (2017 baseline: 0)	1–4. MPW's and consultants' progress reports	Deteriorating security situation in the country Major turnover of PMO staff during implementation

- | |
|---|
| 4.2 Undertake climate change and disaster risk assessment of the road subsector (March 2019).
4.3 Undertake probabilistic flood risk assessment for the road section (December 2018).
4.4 Review and recommend changes in road design standards (June 2019).
4.5 Deliver three training units (December 2019). |
|---|

Inputs

ADB: \$330,000,000 (grant)

Government: \$4,000,000

Assumptions for Partner Financing
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Not applicable.

ADB = Asian Development Bank, km = kilometer, MPW = Ministry of Public Works, PMO = Program Management Office. ^a Government of Afghanistan. Ministry of Economy. 2014. *Afghanistan National Development Strategy 2008–2013*. Kabul. Source: Asian Development Bank.

b. Monitoring

53. **Project performance monitoring.** Project performance will be monitored based on quarterly consolidated reports provided by the MPW. These reports will include: (a) progress achieved by activities as measured against the Implementation Schedule (Section II.A), (b) key implementation issues and solutions; (c) updated procurement plan and (d) updated implementation plan for next 12 months. To ensure the Grant continues to be both viable and sustainable, Grant's financial statements, together with the associated auditor's report, should be adequately reviewed

54. **Compliance monitoring.** Grant covenants on policy, legal, financial, economic, environmental, labor standards and others will regularly be monitored through various reports (monthly progress reports, quarterly progress reports, and annual reports), and discussion during project review missions and tripartite review meeting (TPR).

55. **Safeguards monitoring.** The project focus will be on construction and rehabilitation of the road and safeguard issue will be regularly monitored through implementation of the LARP.

56. **Gender and social dimensions monitoring.** The project focus will be on the civil works to reconstruct and rehabilitate the road. However, gender and social dimension will be considered in implementation of small community project such as access road, community centers, clinic and schools.

C. Evaluation

57. Within 6 months of physical completion of the project, MPW will submit a project completion report to ADB.⁹

D. Reporting

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

E. Stakeholder Communication Strategy

59. MPW and ADB will maintain and regularly update its website with information on the Project, and regularly consult with the public, civil society organizations and development partners in respect of each of the preceding matters.

Project Document	Means of Communication	Responsible Party	Frequency	Audience(s)
Project Information	ADB's website	ADB	Initial PID no later than 30 calendar days of	General Public

⁹ Project completion report format is available at: <http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>

Project Document	Means of Communication	Responsible Party	Frequency	Audience(s)
Document (PID)			approval of the concept paper; quarterly afterward	
Report and Recommendation of the President (RRP)	ADB's website	ADB	No later than 14 days of Board approval of the Project Grants.	General Public
Project Grant Agreements	ADB's and MPW's website	ADB	No later than 14 days of Board approval of the project	General Public
Project Administration Manual (PAM) for Project Grants	ADB's and MPW's website	ADB	No later than 14 days of Board approval of the project, always available online after update	General Public, project contractors and consultants

ADB = Asian Development Bank.

XI. ANTICORRUPTION POLICY

60. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.¹⁰ All contracts financed by ADB shall include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency and all project contractors, suppliers, consultants, and other service providers. Individuals and/or entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the project.¹¹

61. To support these efforts, relevant provisions are included in the grant agreement and the bidding documents for the project.

¹⁰ Anticorruption Policy: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

¹¹ ADB's Integrity Office web site: <http://www.adb.org/integrity/unit.asp>

XII. ACCOUNTABILITY MECHANISM

62. People who are, or may in the future be, adversely affected by the project may submit complaints to ADB's Accountability Mechanism. The Accountability Mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted projects can voice, and seek a resolution of their problems, as well as report alleged violations of ADB's operational policies and procedures. Before submitting a complaint to the Accountability Mechanism, affected people should make an effort in good faith to solve their problems by working with the concerned ADB operations department. Only after doing that, and if they are still dissatisfied, should they approach the Accountability Mechanism.¹²

¹² Accountability Mechanism. <http://www.adb.org/Accountability-Mechanism/default.asp>.

XIII. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL

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

Table 12: Record of Changes to the Project Administration Manual

Version	Date	Revisions
1. Negotiated draft	24 Oct 2017	1 st version
2. Updated version	25 Mar 2021	<ul style="list-style-type: none"> a. Key Persons Involved in Implementation b. PMO Organization Structure c. Recruitment Process for PMO d. ADB's Role in the Recruitment Process for PMO e. Contract and Disbursement S-curve f. Advance fund procedure identifying the expenses included in the estimate of expenditures g. Procurement Plan h. TOR for Consulting Services for Construction Supervision of the Qaisar-Dari Bum Road Project to be consistent with the issued Request for Proposal

AGREED PROCESS FOR THE RECRUITMENT OF THE PROGRAM MANAGEMENT OFFICE (PMO) DIRECTOR

The agreements herein supersede the previous arrangements discussed and agreed. This document shall be affixed to the evaluation report to be prepared by MPW.

1. Terms of Reference

- The terms of reference (TOR) were developed by MPW and agreed by ADB in ADB's letter of 19 May 2020.
- The TOR are the same TOR used in the previous recruitment on 10 January 2019.

2. Expressions of Interest

- Expressions of interest were called electronically on MPW's website on from **(date)**.
- Extensions: **Yes/No**

3. Approach to Shortlisting

- The longlist was reviewed against the requirements as listed in the TOR on **(date)**.
- The shortlist was drawn on **(date)** and those candidates not meeting the requirements were eliminated.
- MOF and ADB signified its concurrence to the shortlist on **(date)**.
- Six candidates were shortlisted and agreed by the three organizations (MPW, MOF, and ADB) on **(date)**.

4. Approach to Evaluation

- The criteria used for the evaluation match those in the published TOR, namely:
 - Qualifications and skills
 - Personal characteristics
 - Others
- The evaluation of shortlisted candidates will be undertaken based on a combination of:
 - Review of written inputs (expressions of interest and attachments)
 - Individual interviews, including PowerPoint presentations
- This evaluation method is reflected in the detailed evaluation form as agreed and attached in the format given in **Attachment 1- PMO Director Evaluation Form**
- The questionnaires will be prepared by the respective organization as per Attachment 1 and would be made known at the interview.
- Representation: each organization will submit one evaluation form that reflects the views of her/his organization. The views of each of the three organizations will have equal weight.
- Reconciliation/tallying:
 - In case three organizations' "Given Scores" on a single evaluation item show a discrepancy of more than 3.0 from each other, the raters will reconcile the discrepancy to a mutually acceptable level (less than 3.0) through clarifications for each other's given score.
 - The scores of the three organizations, as recorded in the evaluation sheet by each organization, will be mechanically added up (with no weightage). Candidates shall be ranked in the order of these final scores.
- Upon completion of reconciliation and tallying, contract negotiations with the first ranked candidate will commence, within the agreed terms.



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د ټولګټو وزارت فواید عامه

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MINISTRY OF PUBLIC WORKS



DETAILED EVALUATION FORM

Scoring Guide:

Not Proficient: provide a score of 0 to 2

Developing: provide a score of 3 to 5

Proficient: provide a score of 6 to 8

Advanced: provide a score of 9 to 10

Question Sheet for: Program Director PMO

NTA Grade:

Date: 2020

AFG/MPW/ADB/MOF/ 2020

Name of Candidate:

Name and Organization of the Panel Member:

Criteria (derived from TOR)	Guiding Questions (at interview)	Evaluation Comments From written, verbal (<u>includes</u> presentation) inputs	Maxi- mum Score	Scoring Guide: Tick one (From Interview + CV)				Given Score (Recon- ciliation n)
				Not Profi- cient	Devel- oping	Profi- cient	Ad- vanced	
A. Qualifications and Skills			60					
A1. A master's degree in Engineering, Construction Management or Project management with a minimum of 5 years of experience (preferred) / or a bachelor's degree in Civil Engineering or Transport Engineering with minimum 10 years of the experience;	MPW		10					
A2. Relevant professional affiliations in the fields above	MPW		10					
A3. Experience in public procurement, large road works contract administration	MPW		10					
A4. <u>Demonstrated experience</u> in resolving road works-related technical issues	ADB		10					
A5. Extensive experience interfacing with contractors, consultants, and clients, preferably projects financed by international organizations	ADB		10					
A6. Demonstrated leadership in managing multidisciplinary teams: clients, contractors, and consultants	ADB		10					



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MINISTRY OF PUBLIC WORKS



DETAILED EVALUATION FORM

B. Personal Characteristics			20					
B1. Excellent communication skills	MOF		10					
B2. Excellent presentation skills	N/A		10					
C. Other			20					
C1. Innovation and continuous improvement	MOF		10					
C2. Commitment, professionalism, quality, and integrity	MOF		10					
Total Marks:			100					

Signature of panel member: _____

Date: _____

Attachment 2

**STANDARD TERMS OF REFERENCE:
PROGRAM MANAGEMENT OFFICE DIRECTOR**

Post Title:	Program Director
Type of Appointment:	National Contractor
Duration:	12 months, (extendable)
Duty Station	PMO/MPW in Kabul
Vacancy number	MPW/PMO/HR-001
Grade	A (NTA Salary Scale)
WORK HOURS	Full time

I. Job Summary:

The PMO Program Director will have the overall responsibility to manage the implementation of all ADB-financed projects in the transport sector on behalf of the Ministry of Public Works (MPW). He/she will report to the MPW Minister and ADB in coordination with the Deputy Ministers (Technical and O&M) on related technical issues. The Program Director, in consultation with the PMO Senior Advisor and the corresponding PMO Project Managers, will have the full authority to make appropriate decisions on the technical aspects of the projects.

II. Job Duties & Responsibilities

The duties and responsibilities of the incumbent will include, but not limited to:

- Lead the PMO staff in implementing the projects.
- Manage the PMO human resources to ensure the effective and efficient operations of the PMO.
- Coordinate with ADB and other development partners on transport sector development.
- Organize and facilitate donor coordination meetings.
- In coordination with MPW, relevant ministries, and ADB, facilitate the planning and preparation of new investment projects for ADB funding.
- Oversee/ supervise the procurement of consultancy services and civil works to ensure that (i) the process is transparent, and (ii) all the activities are performed as per the Government's regulations and ADB procurement guidelines and completed within the procurement plan's timelines.
- Oversee/ supervise/ facilitate the implementation activities of the project team to ensure that the quality of work meets the technical specifications' requirements. Coordinate with local Governors and all the stakeholders, including the community, to

ensure smooth implementation of the projects and security/safety of the project personnel.

- Ensure compliance with ADB safeguards requirements and Government regulations on land acquisition, gender, environment, and indigenous people.
- Ensure an effective reporting system and quality of Engineer's reports.
- Oversee/ supervise the Engineer's input and ensure the desired deliverable is produced
- Prepare annual projections for contract awards and disbursements and monitor budget execution.
- Maintain regular communication with ADB, Ministry of Finance, and other Ministries to support the implementation of the projects.
- Report the significant outputs and progress of the portfolio to ADB on a monthly basis
- Report to MPW and ADB on issues obstructing project implementation and take an active/ leading role in preparing the action plan and finding a solution.
- Participate and lead the Quarterly Portfolio Review (QPR) meeting and ensure the follow-up actions.
- Monitor the performance of the PMO staff, and in consultation with MPW's Minister and ADB, prepare a performance evaluation report for each staff annually.
- Through the PMO Project Managers, monitor and evaluate the performance of all the Engineer and Contractor.

REQUIREMENTS:

Qualifications and Skills:

- A master's degree in engineering, construction management or project management with a minimum of 7 Years of experience / or a bachelor's degree in Civil Engineering or Transport Engineering with minimum 12 years of the experience;
- Relevant professional certificate in the fields above and PMP certification
- Experience should include public procurement, large road works contract administration, and
- resolving road works related to technical issues;
- Extensive experience interfacing with contractors, consultant, and client preferably projects financed by international organizations;
- Excellent communication skills;
- Demonstrated leadership in managing multidisciplinary teams; and
- Excellent interpersonal skills.

Personal Characteristics

- Effective team worker.
- Excellent presentation skills.
- Highly self-motivated/self-starter/resilient.
- Strong communication skills.
- Ability to confidently deal with people of all levels

Others

General Competencies expected of this position are as follows: Commitment, Communication, Innovation & Continuous Improvement, Professionalism, Quality, and Teamwork.

Attachment 3

**STANDARD TERMS OF REFERENCE:
PROGRAM MANAGEMENT OFFICE PROJECT MANAGERS**

Post Title:	Project Manager
Type of Appointment:	National Contracted Staff
Duration:	One year – 3 Months (Extentable)
No of Post	N/A – this will be clarify in the announcement date
Duty Station	MPW/PMO – Kabul
Grade:	B (NTA Salary Scale)
Work hours	Full time

I. Background

Program Management Office (PMO) of the Ministry of Public Works have an ongoing portfolio in transport sector from various Grants provided by Asian Development Bank (ADB). Currently PMO is implementing Various National Highway projects and System Development projects and is designated to handle the implementation of related tasks that include: (a) procurement of civil works and consultants' services, (b) monitor the progress of day-to-day project implementation, (c) accord various approvals including approval for variations, extension of time, (including obtaining approvals of the donors) etc. (d) prepare progress reports (e) prepare withdrawal applications for disbursement, (f) maintain project accounts and complete loan financial records for auditing and (g) ensure compliance with various Loans and Grants covenants, etc.

II. Job Description

As a Project Manager, He/ She will be responsible for the management, quality control and delivery of feasibility study, detailed design and construction supervision and System development projects. His management role is to ensure that deliverables are produced with quality and on time by monitoring progress and providing advice and support. He must be proficient in the identification, analyses, and resolution of problems and effective planning, organizing, estimating, scheduling and monitoring of project activities. A challenging project management position focused on the full Highway project life cycle from feasibility and detail engineering design stage through to client hand over. This role will focus on local projects and will consist of, but not be limited to, the below responsibilities:

- Monitor progress of contracts implementation to ensure that it abides by the stipulated standards, procedures and planned procurement timetable (Items: Project Schedule, Project Budget, Technical Procedure, Contract Management, etc.);
- Collaborate with other project technical officers (international and national staff and consultants) and have regular consultations with them in order to ensure coherent

documentation, planning procedures and expected deliverables for the technical work of the project.

- Assist in the procurement of Works in light of ADB procurement Guidelines. Handle procurement activities for the selection of contractors and consultants.
- Coordinate and work as Focal Person during all ADB missions and Report on project matters to the ADB and MPW as necessary;
- Undertaking a technical review of the submitted designs by design Consultants/Contractors to ensure consistency and a high standard of output.
- Review/prepare progress reports (Biweekly, Monthly, Quarterly) submitted by the Consultants to assess project implementation and assist the Program Director in communicating important decisions of the Employer (MPW) to the Consultants to avoid potential delays. Coordinate/liaise with Consultants, Contractors, other Ministries and ADB concerning technical matters of the project.
- Ensure that the works are implemented in accordance with the technical specifications and plan specified in the contract and interim road standards of MPW.
- Interact with the Consultants on a day-to-day basis concerning implementation and take corrective measures.
- Ensuring that the Supervision Consultants perform in accordance with the contract. Processing of various contractual matters including approval of variations, grant of extension of time etc.,
- Periodical visits to the site to assess implementation of the project and resolve any issue relating to the Contractors/Consultants. Review the recommendations of the 'Engineer' on designs prepared by the civil works contractors, a method of implementation, final testing, commissioning of the project, etc., and accord Employer's approval.
- Review the IPCs/invoices submitted by the Consultants/Contractors and recommend/reject for payment. Ensuring compliance with loan/grant covenants and timely payments to Consultants/Contractors.
- Assisting in the analysis of field data, reports, maps, drawings, blueprints, tests, and aerial photographs to plan and design projects.

Any other task/assignments assigned by the program director.

III. Job Requirements:

- A master degree in Engineering, Construction Management or Project management with a minimum of 5 Years of experience (Preferred) / or a bachelor's degree in Civil Engineering or Transport Engineering with minimum 7 years of the experience; Preference would be given to candidate with PMP certification.
- Extensive experience interfacing with contractors, consultant, and client preferably projects financed by international organizations;
- Technology Awareness – Good computer skills using MS Office, AutoCAD, GIS, Primavera/ MS Project and the Internet,
- Excellent communication skills; Fluency in written and spoken Dari/Pashto and English is required
- Demonstrated leadership in managing multidisciplinary teams.
- Willingness and ability to travel inside Afghanistan
- Ability to multi-task and work under pressure