

Project Administration Manual

Project Number: 50240-001
September 2019

Solomon Islands: Tina River Hydropower Project

ABBREVIATIONS

ADB	–	Asian Development Bank
FIRR	–	financial internal rate of return
km	–	kilometer
kW	–	kilowatt
kWh	–	kilowatt-hour
TRHPO	–	Tina River Hydropower Project Office
WACC	–	weighted average cost of capital

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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 Treasury (MOFT) and Ministry of Mines, Energy and Rural Electrification (MMERE) 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 MOFT and MMERE of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

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

After ADB Board approval of the project's report and recommendation 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 Tina River Hydropower Project (the Project) will support development of renewable energy to supply electricity for Honiara, the national capital of the Solomon Islands. The project will (i) decrease the cost of power supply generation by replacing diesel power with hydropower generation, and (ii) reduce greenhouse gas emissions. Following the project, hydropower will generate an estimated 68% of the electricity for Honiara.

2. The impact will be improved economic conditions for Honiara in line with Solomon Islands National Development Strategy 2016–2035. The outcome will be utilization of renewable energy on the Honiara grid has increased.

3. The output of the project will be Tina River Hydropower Plant constructed. The Special Purpose Company (SPC) will develop, design, finance, construct, operate, maintain and transfer a 15MW hydropower plant on the Tina River, which will include (i) 72m (from foundation) roller compacted concrete dam, (ii) 3.3km headrace tunnel (3.3m diameter), surge shaft and steel penstock (3m diameter), (iii) powerhouse with three 5MW Francis turbines, (iv) access road, and (v) transmission line.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Indicative Activities	Months				Responsible Individual/Unit/Agency/ Government
	Dec 2018	Sep 2019	Oct 2019	Oct 2019	
ADB Board approval		X			ADB
Power Purchase Agreement signed	X				MoFT/ICSI
Loan and grant signing			X		ADB/MoFT
Government legal opinion provided			X		MoFT/AG
Loan and grant effectiveness				X	ADB

ADB: Asian Development Bank, AG: Attorney General, MoFT: Ministry of Finance and Treasury.

Source(s): Asian Development Bank

B. Overall Project Implementation Plan

Task	2019				2020				2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Financial Closing				■																				
Procurement of EPC				■																				
Tina River Hydropower Plant																								
Site investigation					■	■																		
Basic design works					■	■																		
Approval of design							■																	
Headrace tunnel								■	■	■	■	■	■	■	■	■	■	■						
Dam/ Powerhouse										■	■	■	■	■	■	■	■	■	■	■	■			
T/G installation																						■	■	■
Test/commissioning																							■	■
Access Road																								
Bidding					■																			
Basic design works					■																			
Approval of design						■																		
Lot 1.(upgrade)						■	■	■	■	■														
Lot 2.(construction)							■	■	■	■														
Final pavement																				■				
Transmission Line																								
Design update											■	■												
Procure contractor													■	■										
Execute contract														■	■	■	■							
Hand-over																	■							

Source: Tina River Hydropower Project Office

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations: Roles and Responsibilities

Project Implementation Organizations	Management Roles and Responsibilities
Executing agency: Ministry of Finance and Treasury	<ul style="list-style-type: none"> - Oversee implementation of the project. - Responsible for overall management of the project.
Project specific management body: Tina River Hydropower Project Office (TRHPO)	<ul style="list-style-type: none"> - implement the infrastructure components of the project. - coordinate steering committee meetings. - preparation of withdrawal applications for MoFT - be responsible for day to day implementation of the projects, including: <ul style="list-style-type: none"> (i) preparation of an overall implementation plan and annual budgets; (ii) overall interagency coordination; (iii) recruitment of the Project Management Consultants and award of consulting contracts, (iv) management of capacity development activities, (v) project safeguards document preparation and safeguard plans implementation; (vi) project financial management; (vii) consolidation, review, and submission of regular progress and financial reports to Treasury, including the annual audit report and financial statements; (viii) monitoring and evaluation of project outputs and results;
Project steering committee	<ul style="list-style-type: none"> - The PSC will be chaired by MoFT and will have the following members; (i) MMERE, (ii) Ministry of Planning and Aid Coordination, (iii) Ministry of Rural Development, (iv) Ministry of Infrastructure Development, (v) Department of Environment and Conservation, and (vi) Solomon Power. - Oversee implementation of the project. - Monitor progress of the project. - Rectify issues hindering progress of the project. - Guide executing agency and implementing agency. - Meet at least once each quarter.
Implementing agency: Ministry of Mines, Energy and Rural Electrification (MMERE)	<ul style="list-style-type: none"> - oversee work of TRHPO - develop and implement supporting policies
ADB	<ul style="list-style-type: none"> - Conduct regular loan review missions - Overall coordination and advisory support

ADB = Asian Development Bank.
Source(s): Asian Development Bank

B. Key Persons Involved in Implementation

Executing Agency Ministry of Finance and Treasury

Officer's Name
Position
Email address

Tobis Bule
Director
tbule@gov.sb

Energy Division Pacific Department

Staff Name
Position
Telephone No.
Email address

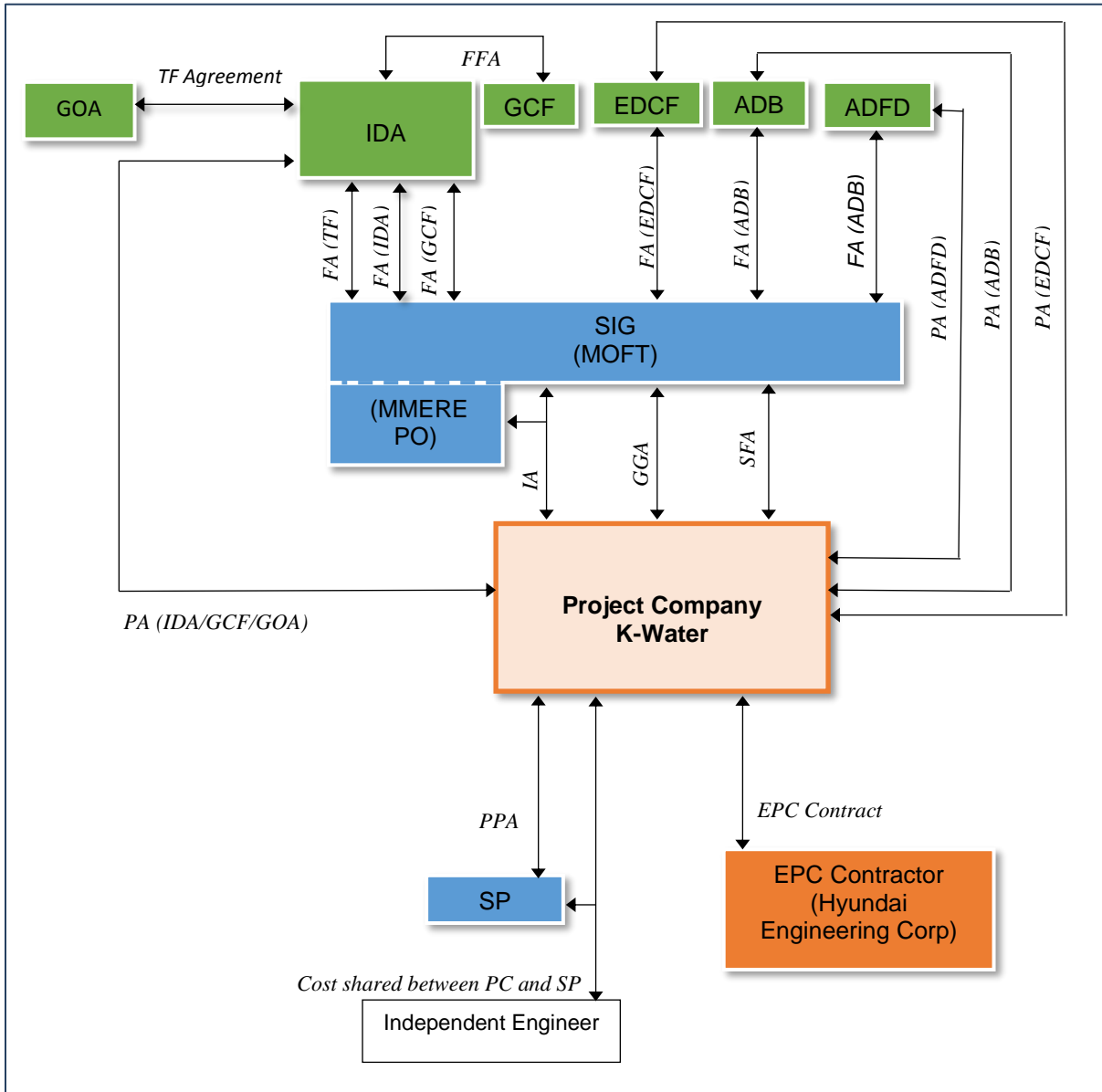
Olly Norojono
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Mission Leader

Staff Name
Position
Telephone No.
Email address

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Principal Energy Specialist
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C. Project Organization Structure



Note: the above arrangement does not include the access road or transmission line.
 ADB = Asian Development Bank, ADFD = Abu Dhabi Fund for Development, EPC = Engineering, Procure and Construct, FA = Financing Agreement, FFA= Framework Financing Agreement, GCF = Green Climate Fund, GGA = Government Guarantee Agreement, IA = Implementation Agreement, IDA = International Development Agency, MMERE = Ministry of Mines, Energy and Rural Electrification, MoFT = Ministry of Finance and Treasury, PA = Project Agreement, PC = Project Company, PO = Project Office, PPA = Power Purchase Agreement, SFA = Subsidiary Financing Agreement, SIG = Solomon island Government, SP = Solomon Power, TF = Trust Fund.

IV. COSTS AND FINANCING

4. The project is estimated to cost \$233.37 million (Table 1).¹ Detailed cost estimates by expenditure category and financier are included in the project administration manual (PAM).

Table 1: Summary Cost Estimates
(\$ million)

Item	Amount ^a
A. Base Cost^b	
1. Engineering, procurement, and construction (hydropower plant)	140.25
2. Access road	26.00
3. Transmission line	22.82
4. Project development, advisory, and management costs	20.68
Subtotal (A)	209.75
B. Contingencies^c	19.30
C. Financial charges during implementation^d	4.32
Total (A+B+C)	233.37

^a Includes taxes and duties of \$15.7 million to be financed from government resources through exemptions. Such amount does not represent an excessive share of the project cost.

^b In mid-2018 prices. Base cost has not increased as it was negotiated as part of the PPA, and is set until December 2019.

^c Physical contingencies computed at 7.5% for civil works and goods. Price contingencies estimated based on foreign and local inflation factors.

^d Includes interest and commitment charges for loans from different financiers. Interest on the Asian Development Bank loan has been computed at 1% of disbursed amounts during the construction period.

Sources: Asian Development Bank and Government of Solomon Islands estimates.

5. The government has requested a concessional loan of \$18 million from ADB's ordinary capital resources to help finance the project. The loan will have a 32-year term, including a grace period of 8 years, an interest rate of 1.0% per year during the grace period and 1.5% per year thereafter; and such other terms and conditions as set forth in the draft loan and project agreements. The government has also requested a grant not exceeding \$12 million from ADB's Special Funds resources (the Asian Development Fund) to help finance the project. Concessional financing is also being provided by the Government of Australia (\$11.70 million), Green Climate Fund (\$86.00 million), Abu Dhabi Development Fund (\$15 million), Export-Import Bank of Korea (\$31.60 million), and the World Bank (\$31.20 million). The World Bank will administer funding from the Green Climate Fund and Government of Australia. Funding from ADB and the Economic Development Cooperation Fund will be provided directly to the government as parallel financing.² ADB will not administer any cofinancing. The government will finance the remainder of the total project cost (\$17.07 million), for the construction of transmission lines. K-Water will provide equity of \$10.80 million, and will enter into the GGA, whereby the government will guarantee payment obligations under the PPA between the SPC and Solomon Power.³

6. Concessional loan financing from various sources will be onlent to the SPC on the same terms and conditions as provided by the various financiers to the government, with a 0.1% add-on to the onlending rate. Grants will be passed through as grants to the SPC. All cofinanciers are

¹ Although the project costs are high by international standards, they are considered reasonable considering the project design (optimal for available site conditions) and construction costs in Solomon Islands. An independent cost estimator engaged by Solomon Power verified the proposed bill of quantities and EPC price breakdown, which was found to be adequate given the reasonable level of profit.

² All co-financing has been approved by the respective Boards.

³ The low debt:equity ratio of 94:6 has been requested by the Government to lower tariffs to the greatest extent possible and maximize economic and social benefits. ADB has agreed with this approach.

expected to sign a joint financing agreement. This agreement has been drafted but is yet to be finalized. It will not be legally binding and is designed to capture agreements made to coordinate financing (e.g. safeguards reporting and coordinated financial auditing). The summary financing plan is in Table 2.

Table 2: Summary Financing Plan

Source	Amount (\$ million)	Share of Total (%)
Asian Development Bank		
Ordinary capital resources (concessional loan)	18.00	7.7
Special Funds resources (Asian Development Fund grant)	12.00	5.1
Green Climate Fund		
Loan A	35.00	15.0
Loan B	35.00	15.0
Grant	16.00	6.9
World Bank		
IDA loan	21.50	9.2
IDA grant	9.70	4.2
ADFD (Abu Dhabi Fund for Development) Loan	15.00	6.4
Government of Australia grant	11.70	5.0
Export-Import Bank of Korea		
Economic Development Cooperation Fund loan	31.60	13.5
Government of Solomon Islands ^a	17.07	7.3
K-Water and HEC equity	10.80	4.6
TOTAL	233.37	100.0

HEC = Hyundai Engineering Corporation Limited, IDA = International Development Association, K-Water = Korea Water Resources Corporation.

Note: Percentages may not total 100% because of rounding.

^a Includes transmission line

Source: Asian Development Bank.

A. Detailed Cost Estimates by Expenditure Category

Item	Solomon Island SBD\$ million			US\$ million			% of Total Base Cost
	Foreign Exchange	Local Currency	Total Cost	Foreign Exchange	Local Currency	Total Cost	
A. Investment Costs							
1. Engineer, Procure, Construct Contract							
(a) Tina River Hydropower Plant	1,122.00	0.00	1,122.00	140.25	0.00	140.25	59.2%
(b) Access Road	0.00	208.00	208.00	0.00	26.00	26.00	10.6%
2. Transmission Line	0.00	182.56	182.56	0.00	22.82	22.82	9.6%
3. Project Management/Development Cost	165.43	0.00	165.43	20.68	0.00	20.68	11.7%
Subtotal (A)	1,287.43	390.56	1,677.99	160.93	48.82	209.75	91.1%
B. Contingencies							
1. Physical	51.53	17.18	68.70	6.44	2.15	8.59	5.9%
2. Price	62.34	23.38	85.71	7.79	2.92	10.71	1.0%
Subtotal (B)	113.86	40.55	154.42	14.23	5.07	19.30	6.9%
C. Financial Charges During Implementation							
1. Interest during construction	34.58	0.00	34.58	4.32	0.00	4.32	2.0%
Subtotal (C)	34.58	0.00	34.58	4.32	0.00	4.32	2.0%
Total Project Cost (A+B+C)	1,435.88	431.11	1,866.99	179.48	53.89	233.37	100.0%

Notes: Numbers may not sum precisely because of rounding.

Source: Asian Development Bank

B. Allocation and Withdrawal of Loan Proceeds

CATEGORY			Percentage and Basis for Withdrawal from the Loan Account
Number	Item	Total Amount Allocated for ADB Financing [USD]	
1	Goods and Works	[18,000,000]	100% of total expenditure claimed*
	Total	[18,000,000]	

* Exclusive of taxes and duties within the territory of the borrower

C. Allocation and Withdrawal of ADB Grant Proceeds

CATEGORY			Percentage and Basis for Withdrawal from the Grant Account
Number	Item	Total Amount Allocated for ADB Grant [\$]	
1	Goods and works	12,000,000	100% of total expenditure claimed*
	Total	12,000,000	

* Exclusive of taxes and duties within the territory of the recipient

D. Detailed Cost Estimates by Financier

Cost Category	ADB Loan	%	ADB Grant	%	WB	%	ADFD	%	EDCF	%	GCF	%	KW	%	GoA	%	Gov	%	TOTAL
A. Investment Costs																			
1. HPP ADB Loan	18.00	100.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	18.00
2. HPP ADB Grant	0.00	0.0	12.00	100.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	12.00
3. HPP Other	0.00	0.0	0.00	0.0	6.60	6.0	4.05	3.7	30.10	27.3	60.30	54.7	9.20	8.3	0.00	0.0	0.00	0.0	110.25
4. Access Road	0.00	0.0	0.00	0.0	7.00	0.0	0.00	0.0	0.00	0.0	14.30	55.0	0.00	0.0	4.70	45.0	0.00	0.0	26.00
5. Transmission Line	0.00	0.0	0.00	0.0	4.04	17.7	0.00	0.0	0.00	0.0	1.70	7.4	0.00	0.0	0.00	0.0	17.08	74.8	22.82
6. Project Management	0.00	0.0	0.00	0.0	2.28	44.9	3.70	17.9	0.00	0.0	6.10	29.5	1.60	7.7	7.00	0.0	0.00	0.0	20.68
Subtotal	18.00	8.6	12.00	5.7	19.92	9.5	7.75	3.7	30.10	14.4	82.40	39.3	10.80	5.1	11.70	5.6	17.08	8.1	209.75
B. Contingency	0.00	0.0	0.00	0.00	6.96	36.0	7.25	37.5	1.50	7.8	3.60	18.7	0.00	0.0	0.00	0.0	0.00	0.0	19.30
C. Financing Charges	0.00	0.0	0.00	0.0	4.32	100.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	4.32
TOTAL	18.00	7.7	12.00	5.1	31.20	13.4	15.00	6.4	31.60	13.5	86.00	36.9	10.8	4.6	11.70	5.0	17.08	7.3	233.37

Note: Numbers may not sum precisely because of rounding.

*Taxes and duties provided by the Government as exemptions. Such amount is deemed reasonable and does not represent an excessive portion of project costs.

ADB = Asian Development Bank, EDCF = Economic Cooperation Development Fund, GCF = Green Climate Fund, GoA = Government of Australia, Gov = Government of Solomon Islands, HPP = hydropower plant, KW = K-Water, WB = World Bank, ADFD= Abu Dhabi Development Fund

Source(s): Asian Development Bank

E. Detailed Cost Estimates by Outputs and/or Components

(\$ million)

Items	Hydropower	Access Roads	Transmission Line	TOTAL
A Investment Costs				
1. EPC (Hydropower)	140.25	0.00	0.00	140.25
2. Access Roads	0.00	26.00	0.00	26.00
3. Transmission Line	0.00	0.00	22.82	22.82
B Project Management Cost	20.68	0.00	0.00	20.68
C Contingencies	19.30	0.00	0.00	19.30
D Financing Charges during Construction	4.32	0.00	0.00	4.32
Total A+B+C+D	184.55	26.00	22.82	233.37

Note: Numbers may not sum precisely because of rounding.

EPC = Engineering, Procurement and Construction

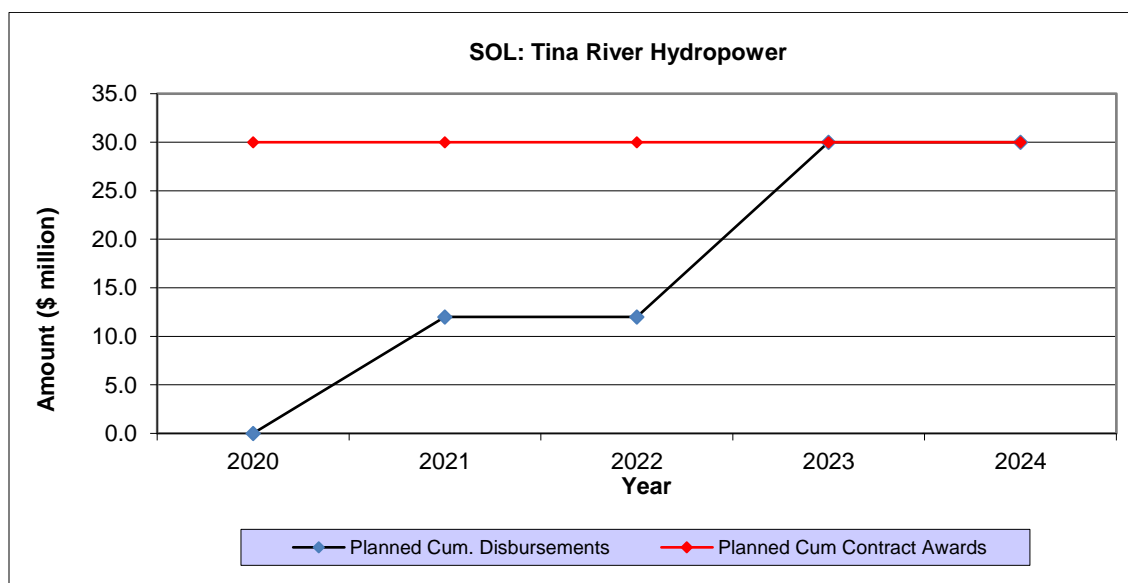
Source(s): Asian Development Bank

F. Detailed Cost Estimates by Year

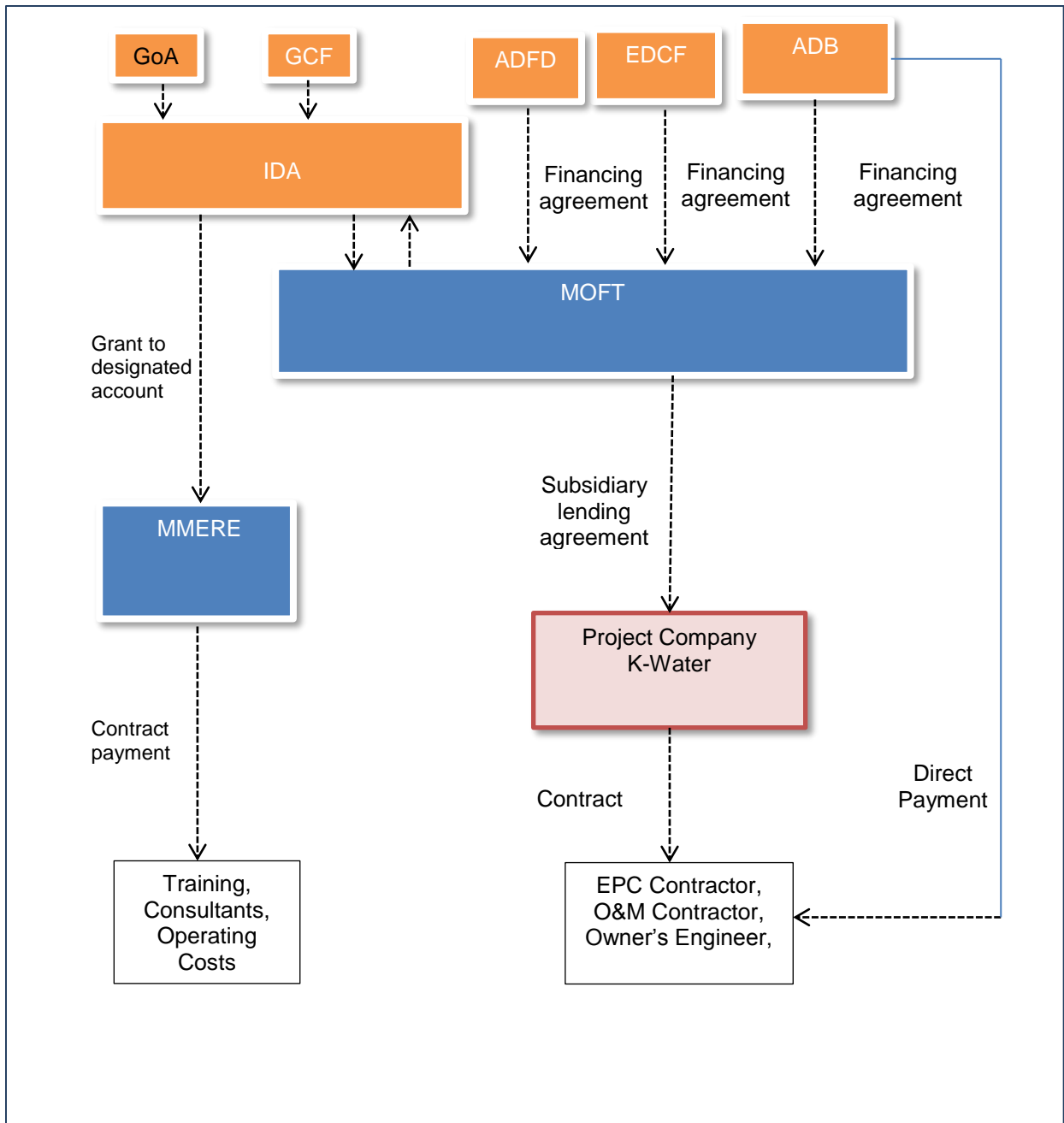
(\$ million)

Item	Total Cost	2018	2019	2020	2021	2022	2023	2024
A Hydropower Plant	184.55	1.72	8.21	14.53	58.18	51.52	36.89	13.51
B Access Roads	26.0	-	6.86	12.72	5.31	-	-	1.11
C Transmission Line	22.82	-	-	0.00	9.13	13.69	-	-
TOTAL	233.37	1.72	15.07	27.26	72.62	65.21	36.89	14.61

G. Contract and Disbursement S-Curve



H. Fund Flow Diagram



ADFD = Abu Dhabi Fund for Development, EPC = Engineering, Procurement and Construction, EDCF = Economic Development and Cooperation Fund, GCF = Green Climate Fund, GoA = Government of Australia, IDA = International Development Association, MIGA = Multilateral Investment Guarantee Agency, MMERE = Ministry of Mines, Energy and Rural Electrification, MoFT = Ministry of Finance and Treasury, O&M = Operation and Maintenance

V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

7. A desktop financial management review was completed for Korea Water Resources Corporation (K-Water) and Hyundai Engineering Company Ltd. (HEC). An FMA will be conducted for the Special Project Company (SPC) that will be set up to manage project implementation, and operation and maintenance upon project completion. It is expected that SPC will have adequate financial management system in place as the consortium of K-Water and HEC, key investors in the SPC, would require that financial aspects of the project's operations are carefully monitored to ensure the guaranteed returns agreed with Government. During construction, SPC management will be guided by a financial advisor, legal advisor, tax and corporate advisor and an insurance advisor.

8. **Korea Water Resources Corporation (K-Water)** was founded in 1967 and develops and manages water resources and water supply facilities in South Korea. K-Water headquarters is based in Daejeon, South Korea. It is 91.5% owned by the Korean Government. The company constructs and manages multi-regional waterworks, multi-purpose dams, operates and manages local waterworks and sewage treatment facilities; and develops and operates industrial complexes and special-purpose areas. It is also involved in operating river restoration projects and development of renewable energy business.

9. K-Water's annual operations is for about \$4 billion currently covering 18 projects ongoing in 12 countries and projects being built in cooperation with various developmental agencies. It has completed 55 projects in 24 countries. As of 2015, the company has a sound capitalization structure as evidenced by a debt capitalization ratio of 49.6%, an average annual revenue of \$3.7 million, gross profit margin above 40% and total assets of more than \$26.0 billion. The company uses the Korean-adapted IFRS financial accounting and reporting standards. The 2016 audited financial statements for K-Water published in their website shows an unqualified auditors opinion.

10. **Hyundai Engineering Company, Ltd. (HEC)**. HEC provides comprehensive engineering, construction services, management and planning, including maintenance for infrastructure projects. It was established in 1947 and is based in South Korea. It has a strong financial performance, having offices in 12 countries, and with a capitalization of more than \$557 million. Its gross profit ratio is around 9% which is high for a capital intensive business. Its average sales growth rate is at 10%.

11. **Solomon Power**. The assessment of staffing, accounting and financial reporting and information systems, internal and external auditing arrangements was updated for Solomon Power (Solomon Islands Electricity Authority) as an off-taker under the PPA. The assessment show that the financial management systems and procedures of Solomon Power are adequate for the operations of the power authority. Financial projections were also prepared to ensure that Solomon Power will be able to comply with the annual payments under the power purchase agreement. The projections indicate that Solomon Power revenues will initially decline due to the mandatory reduction in retail tariff but will pick up and resume its level of profitability as diesel costs are replaced by hydropower energy. It is anticipated that there will be instances when the low flow of the river will require Solomon Power to supplement power supply with diesel fuel generated power. This has been covered in the simulations made which shows that under such circumstances, Solomon Power will still be able to comply with its annual payment to SPC.

B. Disbursement

12. **Disbursement Arrangements for ADB Funds.** The loan and 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 donor partners, the Government, SPC and ADB. Online training for project staff on disbursement policies and procedures is available.⁴ Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control. ADB's direct payment procedure will be used to drawdown funds for the project. 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*. The borrower should ensure sufficient category and contract balances before requesting disbursements. Use of ADB's Client Portal for Disbursements (CPD)⁵ system is encouraged for submission of withdrawal applications to ADB.

13. The following conditions of disbursement have been included in the loan and grant agreements: (i) the SPC has established financial management procedures acceptable to ADB; (ii) all parallel cofinancing agreements for the project have been signed and all conditions to its effectiveness have been fulfilled or arrangements satisfactory to ADB have been made for fulfillment thereof within a time-period satisfactory to ADB; (iii) the Tina Core Land Company has been established and its shares have been allocated to affected peoples in accordance with the RP; and (iv) the land lease agreement has been signed and all conditions to its effectiveness have been fulfilled or arrangements satisfactory to ADB have been made for fulfillment thereof within a time-period satisfactory to ADB.

C. Accounting

14. The SPC will maintain records and accounts by funding source for all expenditures incurred on the project and will prepare financial statements in accordance with the accounting laws and regulations acceptable to the government and international partners. Further details on the financial accounting and reporting systems will be determined when SPC is established.

D. Auditing and Public Disclosure

15. SPC will cause its annual financial statements to be audited in accordance with international auditing standards and regulations by an auditor acceptable to ADB. The audited financial statements together with the auditor's opinion will be presented in the English language to ADB within 6 months from the end of the fiscal year by MoFT. The financial statements will clearly identify each funding source for ADB and include other loan and grant proceeds from various sources managed by the World Bank. The annual audit report for the financial statements will include audit opinions which cover (i) whether the project financial statements present a true and fair view or are presented fairly, in all material respects, in accordance with the applicable financial reporting framework; (ii) whether loan proceeds were used only for the purposes of the project; and (iii) the level of compliance for each financial covenant contained in the legal

⁴ Disbursement eLearning. http://wpqr4.adb.org/disbursement_elearning

⁵ The CPD facilitates online submission of WA to ADB, resulting in faster disbursement. The forms to be completed by the Borrower are available online at <https://www.adb.org/documents/client-portal-disbursements-guide>.

agreements for the project. If the auditor issues a management letter, a copy will also be provided to ADB. The government and SPC have been made aware of ADB's policy on delayed submission, and the requirements for satisfactory and acceptable quality of the audited accounts. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures. 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.

16. Public disclosure of the audited financial statements, including the auditor's opinion on the financial statements, will be guided by ADB's Access to Information Policy, 2018. After the review, ADB will disclose the audited financial statements and the opinion of the auditors on the financial statements no later than 14 days of ADB's confirmation of their acceptability by posting them on ADB's website. The management letter will not be disclosed.

VI. PROCUREMENT AND CONSULTING SERVICES

17. The sponsor selection process followed by SIG was found to be substantially consistent with the core procurement principles of ADB's Procurement Guidelines (2015, as amended from time to time)⁶.

VII. SAFEGUARDS

18. **Environment.** The project has been classified as category A for environment following ADB's *Safeguard Policy Statement (2009)*.⁷ An Environment and Social Impact Assessment has been prepared and disclosed on the ADB website. Aquatic and terrestrial flora and fauna and habitat surveys and impact assessment were conducted, and project-affected communities consulted extensively. The main potential environmental impacts during construction are increased sedimentation, inundation of 30.5 hectares of the reservoir, removal of 115 hectares of modified and natural habitat and minor impacts on fauna. The main potential impacts during operation are induced impacts on terrestrial flora and fauna from increased human access to the upper catchment, and impact to aquatic fauna due to reduced water flow in the bypassed river section. The SPC will prepare and implement a Biodiversity Management Plan (BMP) which will target no net loss of biodiversity for identified species from the Project, will include an offset program to rehabilitate modified habitat, and will include management and enhancement of other key habitat areas within the watershed. Project design includes an environmental flow of 1m³/s in the bypassed river section. The SPC will update the ESIA and the Environmental and Social Management Plan (ESMP) and other management plans as required in the ESIA. An Operation ESMP will be submitted prior to commencement of operations. The contractor will prepare and submit for approval the construction ESMP (CESMP). Compliance with the approved CESMP will be monitored and supervised by the TRHPO. As part of the assessment a climate change risk evaluation was conducted and findings considered in the project design.

19. **Involuntary resettlement and indigenous peoples.** The project has been classified as category A for resettlement and category C for indigenous peoples following ADB's *Safeguard Policy Statement (2009)*. Customary land for key project infrastructure (428.8 hectares) have been acquired by the Government using compulsory acquisition. It will have an economic impact to tribal landowner groups and users mainly due to lack of access to commercial timber and non-

⁶ Executive Summary of Procurement Review on the selection of the concessionaire for the Project (accessible from the list of supplementary linked documents as Appendix 18).

⁷ ADB. Safeguard Categories. <https://www.adb.org/site/safeguards/safeguard-categories>.

timber resources although there will not be any physical displacement. ADB confirmed that land acquisition processes for the core land met safeguard policy requirements of the Government and ADB. Although the appeals period has been completed, compensation formally agreed and disbursed to a trust account, and land title transferred to Commissioner of Lands, there are 2 out of 5 landowner groups who have yet to accept compensation. The benefit package includes royalties and establishment of a benefit sharing mechanism. Approximately 32.6 ha of privately owned registered land has yet to be acquired for a 5m road and power transmission corridor. A Land Acquisition and Livelihoods Restoration Plan will provide for compensation and benefits to affected persons. This has been disclosed on the ADB website. Notwithstanding the non-trigger of IP Policy, all necessary measures to protect and minimize adverse impacts to the tribal communities consistent with ADB requirements are in place. A Community Development Plan has been prepared and will be implemented by the SPC with oversight by the TRHPO, which will be staffed with national and international social safeguard specialists. The Environment and Social Management Plan has also been prepared to prevent adverse impacts on health, safety and well-being, social relations and social organization, local customs and way of life, livelihoods and key resources and cultural heritage among tribal communities during construction.

20. **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).

VII. GENDER AND SOCIAL DIMENSIONS

21. The Project design includes pro-poor or poverty reduction measures to manage poverty issues, including engaging low-income households (including landowners) for construction works. The Project will comply with applicable national labor laws and core labor standards, including, but not limited to equal work for equal pay regardless of gender, race or ethnicity, and excluding child labor. The poverty reduction measures will be implemented by the TRHPO. The Project is categorized as effective gender mainstreaming. A Gender Action Plan has been developed and is presented below:

GENDER ACTION PLAN

Outputs	Performance Targets and Activities	Primary Responsibility
<p>Tina River Hydropower Plant constructed. The scope include: (i) develop, design, finance, construct, operate, maintain and transfer a 15MW hydropower plant on the Tina River, which will include (i) 72m (from foundation) roller compacted concrete dam, (ii) 3.3km headrace tunnel (3.3m diameter), surge shaft and steel penstock (3m diameter), and (iii) powerhouse with</p>	<ul style="list-style-type: none"> - All meetings and consultations composed of at least 30% women. Instigate a parallel women's consultation program to visit communities at least once a month, headed up by a female community liaison officer and amend the template used by the project field staff for recording consultations, to include 2 additional columns: i) number of women present and ii) concerns questions raised by women.* - Provide employment to at least 30% women during construction. Women will participate in pre-employment and/or business opportunity training to acquire construction-related jobs or establish other income-generating activities to be implemented by the TRHPO.* (Baseline 0) 	<p>Tina River Hydro Project Office (TRHPO), Special Purpose Company (SPC) and Engineering Procurement and Construction (EPC) Contractor</p> <p>TRHPO, SPC and EPC contractor</p>

three 5MW Francis turbines	- Equal wages will be provided to men and women for work of equal value. Wages will be directly paid to women. Both will be provided with safety gears and protective equipment to ensure job safety. (Baseline 0)	SPC and EPC contractor
	- Separate sanitation facilities will be provided to men and women. (Baseline 0)	SPC and EPC contractor
	- Construction workers and community members (with 30% women participation) will be provided orientation/information on HIV/AIDS and STD issues and concerns and how to protect women, youth and children from negative effects of labor influx.* (Baseline 0)	SPC and EPC contractor
	- Gender sensitization training will be provided to the construction workers to orient them about the need to respect and be sensitive to their women co-workers and women in the communities. (Baseline 0)	TRHPO and SPC
	- Livelihood training programs implemented to tribal communities composed of at least 30% women. Support will be provided to potential business ventures, including those set-up by women through a dedicated business support advisor for core land tribes. (Baseline 0)	TRHPO
	- Include at least 50% women in delivering community education on the provision of electricity, including safety, productive uses of electricity in the home, and managing the household energy budgeting. (Baseline 0)	TRHPO
	- Conduct gender sensitization trainings (at least thrice a year) for men and women in affected communities to encourage men to create space and opportunity for women to participate. (Baseline 0)	TRHPO
	- Tribal Cooperatives Governing Committees composed of 7 executive members with at least 2 women members. (Baseline: 3 cooperatives formed with women members)	TRHPO
	- Project grievance redress mechanism will appoint women officer to ensure that women concerns and grievances will be equally addressed.	TRHPO
	- Establish a bank account for every woman, man and child belonging to the tribal cooperative, into which royalties and compensation will be received as part of compensation payment. (349 female, 428 male)	TRHPO

Note: *In the absence of available data, this numeric target was based on government's estimate as achievable target for energy projects in Solomon Islands.

ADB = Asian Development Bank, DMF = design and monitoring framework, GAP = gender action plan, PMU = Project Management Unit

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

A. Project Design and Monitoring Framework

Impact the Project is Aligned with			
Improved economic conditions of Honiara's population (Solomon Islands National Development Strategy, 2016–2035) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome	By 2025:		
Generation of renewable energy on the Honiara grid increased	a. Renewable energy generation as a percentage of Honiara's power generation increased to 68% (2018 baseline: 1%) b. CO ₂ emissions reduced by 49,500 tCO ₂ e per year	a. Solomon Power annual corporate report b. SPC annual corporate report	Diesel prices experience a significant sustained fall.
Outputs	By 2025:		
Tina River Hydropower Plant constructed	a. The SPC commissions a 15 MW hydropower plant (2018 baseline: not commissioned) b. A 20 km access road constructed (2018 baseline: not constructed) c. A 23 km 33 KV transmission line erected (2018 baseline: not constructed) d. At least 80% of livelihood training participants (at least 30% of whom are women) report improved skills	a–d. SPC annual corporate report	Unresolved land owner disputes prevent the full operation of the plant.
Key Activities with Milestones			
1. Tina River Hydropower Plant constructed			
1.1 Development permits, including environmental permits, approved by September 2020			
1.2 Access road constructed by December 2020			
1.3 Transmission line completed by September 2023			
1.4 Dam constructed by April 2024			
1.5 Tunnel completed by July 2023			
1.6 Plant constructed by July 2024			

1.7 SPC commissions the plant by December 2024

Inputs		
Source	Amount (\$ million)	Share of Total (%)
Asian Development Bank		
Ordinary capital resources (concessional loan)	18.00	7.7
Special Funds resources (Asian Development Fund grant)	12.00	5.1
Green Climate Fund		
Loan A	35.00	15.0
Loan B	35.00	15.0
Grant	16.00	6.9
World Bank		
IDA loan	21.50	9.2
IDA grant	9.70	4.2
ADFD (Abu Dhabi Development Fund) Loan	15.00	6.4
Government of Australia grant	11.70	5.0
Export-Import Bank of Korea		
Economic Development Cooperation Fund loan	31.60	13.5
Government of Solomon Islands ^a	17.07	7.3
K-Water and HEC equity	10.80	4.6
TOTAL	233.37	100.0
HEC = Hyundai Engineering Corporation Limited, IDA = International Development Association, K-Water = Korea Water Resources Corporation.		
Note: Percentages may not total 100% because of rounding.		
^a Includes transmission line		

ADB = Asian Development Bank, CO₂ = carbon dioxide, km = kilometer, kV = kilovolt, MW= megawatt, OCR = ordinary capital resources, SPC = special project company, tCO₂e = total CO₂ equivalents,

^a Government of Solomon Islands, Ministry of Development Planning and Aid Coordination. 2016. *National Development Strategy, 2016–2035*, Honiara.

Source: Asian Development Bank.

B. Monitoring

22. **Project performance monitoring.** The TRHPO will prepare quarterly monitoring reports, including disaggregated baseline data for output and outcome indicators. The quarterly reports will provide information necessary to update ADB's project performance reporting system. The twice annual loan/grant reviews and the quarterly monitoring reports will include environmental and social safeguard monitoring reports.

23. **Compliance monitoring.** In addition to the standard assurances, compliance with the specific assurances will be monitored. Implementation of covenants will be (i) summarized in the quarterly progress reports, (ii) discussed during PSC meetings, and (iii) reviewed during biannual loan/grant review missions.

24. **Land Acquisition/Resettlement.** TRHPO will monitor all activities associated with land acquisition. The monitoring will include reporting on progress of activities in the implementation of the LARP. TRHPO will prepare and submit semi-annual monitoring reports to ADB.

25. **Environment.** The SPC will update the ESIA and the Environmental and Social Management Plan (ESMP) and other management plans as required in the ESIA. An Operation ESMP will be submitted prior to commencement of operations. The contractor will prepare and submit for approval the construction ESMP (CESMP). Compliance with the approved CESMP will be monitored and supervised by the TRHPO. The SPC will prepare and implement a Biodiversity

Management Plan (BMP) which will target no net loss of biodiversity for identified species from the Project, will include an offset program to rehabilitate modified habitat, and will include management and enhancement of other key habitat areas within the watershed. Monitoring of the contractor's work will be undertaken by the resident engineer with assistance of the TRHPO's environment officer and supported by the project implementation consultants. ADB review missions will check the progress on implementation of safeguard requirements.

26. The TRHPO will monitor the contractor and check compliance with the approved CEMP and any other contract requirements on a regular basis. The semi-annual safeguard monitoring reports will cover a summary of the contractor's monthly reports, details of monitoring data collected, and analysis of monitoring results, recommended mitigation measures, environmental training conducted, and environmental regulatory violations. The safeguard specialists of the TRHPO will monitor safeguard activities and preparation, and review and disclosure of safeguard monitoring reports. The checklists for safeguard supervision and the outline of safeguard monitoring reports of resettlement and environment aspects for ADB missions, respectively, are provided below.

Checklist for Safeguard Supervision/Monitoring (Land Acquisition/Resettlement)

PROJECT INFORMATION					
Loan/Grant No.:	Project Name:				
Approval Date:	Closing Date:		Cumulative Progress (%):		
Project Team Leader(s):			Project Analyst:		
1) Resettlement Categorization					
(Original)	A	B	C	FI	
(additional financing, if any)	A	B	C	FI	
<i>(Please complete the following sections if the project has been categorized as A, B or FI involving land acquisition/resettlement issues)</i>					
2) Resettlement Planning					
Resettlement Planning Documents:	RF	RP	Number of RPs	ESMS	
RP Finalized or Updated after Detailed Design: (Attach a list of subprojects and status if necessary.)	Yes	No	If no, actions?		
Final/Updated RP Disclosed and Posted on ADB Website:	Yes	No	If no, actions?		
Compensation Rates Approved by the Government:	Yes	No	If no, actions?		
3) Institutional Setup for Resettlement					
PIU/PMU Resettlement Staff Assigned:	Yes	No	If no, actions?		Since: /
	If yes, Name:				(month) (year)
Resettlement Specialist Consultant Mobilized:	Yes	No	If no, actions?		Since: /
	If yes, Name:				(month) (year)
Grievance Redress Mechanism Established:	Yes	No	If no, why?		
Allocation of Government Budget:	Yes	No	If no, actions?		
	If yes, amount\$:				
4) Resettlement Monitoring and Reports					
Internal Monitoring System Established:	Yes	No	If no, actions?		
External Monitor Engaged (if needed):	Yes	No	If no, actions?		Since: /
	If yes, Name:				(month) (year)
Monitoring Report Submitted to ADB:	Yes	No	If no, actions?		
	If Yes, provide information below				
	Baseline Report	Report 1	Report 2	Report 3	Report 4
Submission Date (m/yr)					
ADB Review Date (m/yr)					
Web-posting Date (m/yr)					
Name of ADB Reviewer					
5) Resettlement Field Review with Participation of Safeguard Specialist/Officer/Staff Consultant					
	Yes	No	If no, actions?		
	If Yes, provide information below				
Mission Date (m/yr)					
Type of mission					
Name of safeguard specialist/officer/staff consultants					

6) Compliance with Loan Covenants			
List of key covenants in loan and project agreement			
Item #	Covenant	Compliance rating*	Describe status of compliance
*Note: Yes ; No; Not yet due			
Overall safeguard rating (e-Operation):			
S = Satisfactory; PS = Partly Satisfactory; US = Unsatisfactory			
7) Status of Implementation of Resettlement Activities (Please provide a cross reference if it is already covered under Section 6 above)			
	Items	Yes/No	Describe Implementation Status
1	Satisfactory Consultation: clear responsibility; identification of stakeholders; consultations undertaken; and documentation		
2	Information of APs: database/inventory; ID cards		
3	Land Acquisition: Notification, survey, approvals		
4	Payment of compensation and allowances		
5	Relocation of affected assets and structures		
6	Rehabilitation income generation, employment		
7			
8) Major Resettlement Issues or Complaints (Cumulative)			
	Item	Description	
1	Issue Proposed Action(s) Follow-up Issues/Actions Final Resolution of Issue		
2	Issue Proposed Action(s) Follow-up Issues/Actions Final Resolution of Issue		
*Add rows as needed.			
Prepared by:		Confirmed by:	Confirmed by:
Project Analyst:		Team Leader:	Safeguard Specialist/Officer:
Date:		Date:	Date:
To: Sector Director/Country Director			
cc: PAU Head; PARD Safeguard Specialist			
ESMS = environmental and social management system; FI = financial intermediary; MTR = mid-term review; PCR = project completion review; PAU = Project Administration Unit; PIU/PMU = project implementation/management unit; TL = team leader; RP = resettlement plan; RF = resettlement framework; SS = safeguard specialist			

Suggested Contents of Land Acquisition/Resettlement Monitoring Report

Heading/Section	Contents
Introduction	<p>Brief background on the project/subproject and progress status</p> <p>The project's category and planning documents (original, updated or new plans) on resettlement impacts</p> <p>Institutional arrangements and budget allocation for resettlement/social management</p> <p>Arrangement for the monitoring</p>
Monitoring Activities	<p>Methodology for monitoring (whether checklists prepared etc.)</p> <p>Period the monitoring covers</p> <p>Main activities: site visits, consultations, surveys, etc.</p>
Monitoring Results and Actions Required	<p>Progress and performance in implementation of RP and other programs (how these were implemented, what are the outputs, etc.)</p> <p>Results on consultations, disclosure, and grievance redress (whether they have been effective)</p> <p>Whether the implementation comply with the approved RP (e.g., whether compensation rates were at replacement cost, etc.)</p> <p>Results on outcome (whether APs were able to restore livelihoods)</p> <p>Compliance on monitoring and disclosure (whether reports have been submitted and posted on website)</p> <p>Whether any issues and corrective measures were identified to achieve the RP objective. If yes, actions with target dates and responsible agency/person)</p> <p>Follow-up item/plan for next report</p>
Summary and Conclusions	<p>Summary of main findings</p> <p>Main issues identified and corrective actions noted</p> <p>A table on follow-up action which can be updated each period to track completion of actions required</p>
Attachments	<p>Monitoring checklist (based on items identified in the RP)</p> <p>Photographs</p> <p>Additional information as required</p>

Checklist for Safeguard Supervision/Monitoring (Environment)

PARD Safeguards Implementation Checklist: Environment

Date:					
PROJECT INFORMATION					
Loan/Grant No.:		Project Name:			
Approval Date:		Closing Date:		Cumulative Progress (%):	
Project Team Leader(s):				Implementing Agency:	
1) Categorization					
(Original)		A	B	C	FI
(additional financing, if any)		A	B	C	FI
<i>(Please complete the following sections if the project has been categorized as A, B or FI)</i>					
2) Planning					
Documents:		EARF	IEE/EIA	No. of IEE/EIA	EMP
IEE/EIA Disclosed and Posted on ADB Website:		Yes	No	If no, actions?	
EMP Finalized or Updated after Detailed Design:		Yes	No	If no, actions?	
CEMP submitted, reviewed and approved:		Yes	No	If no, actions?	
(Attach a list of subprojects and status if necessary.)					
3) Institutional Setup					
PIU/PMU Environment Staff Assigned:		Yes	No	If no, actions?	
If yes, Name:				Since:	/
				(month)	(year)
Environmental Specialist/Consultant Mobilized:		Yes	No	If no, actions?	
If yes, National Specialist's Name:				Since:	/
				(month)	(year)
If yes, International Specialist's Name:				Since:	/
Participation of Gov. Environment Agency/Division:		Yes	No	If no, actions?	
If yes, Name:				Since:	/
				(month)	(year)
Grievance Redress Mechanism Established:		Yes	No	If no, why?	
Allocation of Government Budget:		Yes	No	If no, actions?	
If yes, amount\$:					
4) Monitoring and Reports					
Internal Monitoring System Established:		Yes	No	If no, actions?	
Compliance monitoring incorp. into Q Progress Reports:		Yes	No	If no, actions?	
External Monitor Engaged (if needed):		Yes	No	If no, actions?	
If yes, Name:				Since:	/
				(month)	(year)
Monitoring Report Submitted to ADB:		Yes	No	If no, actions?	
If Yes, provide information below					
	Baseline Report	Report 1	Report 2	Report 3	Report 4
Submission Date (m/yr)					
ADB Review Date (m/yr)					
Web-posting Date (m/yr)					
Name of ADB Reviewer					
5) Field Review with Participation of Safeguard Specialist/Officer/Staff Consultant					
		Yes	No	If no, actions?	
If Yes, provide information below					
Mission Date (m/yr)					
Type of mission:					
Participants (safeguard specialist/officer/staff consultants)					

6) Compliance with Loan Covenants			
List of key covenants in loan and project agreement			
Item #	Covenant	Compliance rating*	Describe status of compliance

*Note: Yes ; No; Not yet due
 Overall safeguard rating (e-Operation):
 S = Satisfactory; PS = Partly Satisfactory; US = Unsatisfactory

7) Status of Implementation of EMP Activities (Please provide a cross reference if it is already covered under Section 6 above)		
Items	Yes/No	Describe Implementation Status

8) Major Issues or Complaints (Cumulative)	
Item	Description
1	Issue
	Proposed Action(s)
	Follow-up Issues/Actions
	Final Resolution of Issue
2	Issue
	Proposed Action(s)
	Follow-up Issues/Actions
	Final Resolution of Issue
*Add rows as needed.	

Prepared by:	Confirmed by: Team Leader:	Confirmed by: Safeguard Specialist/Officer:
Date:	Date:	Date:
To: Sector Director/Country Director cc: Project Team Leader; PARD Safeguard Specialist		

IEE = initial environmental examination; EIA = environmental impact assessment; EMP = environmental management plan; FI = financial intermediary; MTR = mid-term review; PCR = project completion review; PIU/PMU = project implementation/management unit; TL = team leader; EARF = environmental assessment and review framework; SS = safeguard specialist

Suggested Outline of Monitoring Report – Environment

Heading/Section	Contents
Introduction	Brief background on the project and subproject; Institutional arrangements for project management and environmental management;
Monitoring Activities	Who participated in the monitoring; Methodology for monitoring (whether checklists prepared etc); When the monitoring was undertaken and what period it covers; Summary of other monitoring undertaken in the period (i.e. form contractor's monthly reports and if any survey/sample monitoring undertaken); Main activities – observations/inspections, consultations, interviews with contractor staff etc
Works in Progress	Details of the works being undertaken, (with photographs); Include whether any environmental training/awareness has been provided to contractor staff in the period (what, by whom etc)
Monitoring Results and Actions Required	Whether works and measures comply with the approved EMP/CEMP; Should follow sequence of items identified in EMP/CEMP and verify that all mitigations measures noted are being implemented; Corrective actions cited (date to be resolved and person responsible on contractor team and verification by IA/TRHPO)
Summary and Conclusions	Summary of main findings; Main issues identified and corrective actions noted; Can include summary table which can be updated each period to track completion of actions required
Attachments	Monitoring checklist (based on items identified in the EMP/CEMP) refer annex 1 Additional photographs Additional information as required

27. **Gender and social dimensions monitoring:** The Project's GAP will be implemented by the TRHPO, supported by an social safeguard specialist with expertise in land acquisition and gender. The TRHPO will be responsible for monitoring activities in accordance with the GAP. The TRHPO will include reporting on progress of GAP activities in quarterly progress reports on overall project activities to the ADB and the Government.

C. Reporting

28. The TRHPO 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 3 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.

D. Stakeholder Communication Strategy

29. The TRHPO has prepared the Stakeholder Engagement Policy (SEP) dated April 2017, which outlines the proposed communication strategy with stakeholders. A Consultation and Participation Plan (CPP) will be prepared based on the strategy and will detail consultation activities to be undertaken at different stages of the project cycle. The CPP will include proposals to strengthen civil society participation. The CPP will include: a stakeholder analysis, a communication strategy (for disclosure, information sharing and community feedback), and an outline of resources to be allocated. Key stakeholders such as affected people, community members, women, and low-income householders, as well as provincial government officials, politicians, government staff, traditional leaders and any civil society organizations will be consulted throughout the project cycle.

X. ANTICORRUPTION POLICY

30. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.⁸ 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.⁹ To support these efforts, relevant provisions are included in the loan and grant agreements and the bidding documents for the project.

XI. ACCOUNTABILITY MECHANISM

31. 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.¹⁰

XII. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL

Date Changed	Section Changed	Changes made
1.		
2.		
3.		

⁸ Anticorruption Policy: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

⁹ ADB's Integrity Office web site: <http://www.adb.org/integrity/unit.asp>

¹⁰ Accountability Mechanism: <http://www.adb.org/Accountability-Mechanism/default.asp>.