

Project Administration Manual

Project Number: 51117-003

Loan Numbers: 4043/8391

Updated November 2022

Republic of the Philippines: Epifanio de los Santos Avenue Greenways Project

ABBREVIATIONS

ADB	–	Asian Development Bank
DOF	–	Department of Finance
DOTr	–	Department of Transportation
EDSA	–	Epifanio de los Santos Avenue
EGM	–	effective gender mainstreaming
ICB	–	international competitive bidding
ICS	–	individual consultant selection
IPIF	–	Infrastructure Preparation and Innovation Facility
JICA	–	Japan International Cooperation Agency
km	–	kilometer
LIBOR	–	London interbank offered rate
LRT	–	Light Rail Transit
m	–	meter
MRT	–	Manila Rail Transit
OCR	–	ordinary capital resources
PAM	–	project administration manual
PMO	–	project management office
PWD		person with disability
QCBS		quality and cost-based selection
SPS	–	Safeguard Policy Statement
TA	–	technical assistance

CONTENTS

I.	1	
	1	
	B.	2
II.	3	
	A.	3
	B.	4
III.	5	
	A.	5
	B.	5
	C.	6
IV.	6	
	A.	8
	B.	8
	8	
	D.	9
	E.	10
	F.	11
	G.	12
	H.	13
V.	13	
	A.	13
	B.	18
	C.	19
	D.	19
VI.	21	
	A.	21
	B.	21
	C.	21
	D.	21
VII.	21	
	A.	22
	B.	23
VIII.	26	
IX.	32	
	A.	32
	B.	34
	C.	35
	D.	36
	E.	36
X.	42	

- XI. 42
 - a. 49

Appendix:

- 1.
- 2. 1. Procurement Plan
- 3. 2. Outline Terms of Reference for Construction Supervision for Greenway Construction
- 4.

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 Department of Transportation (DOTr) 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 DOTr 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 agreement. Such agreement shall be reflected in the minutes of the loan negotiations. In the event of any discrepancy or contradiction between the PAM and the loan agreement, the provisions of the loan agreement shall prevail.

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

I. PROJECT DESCRIPTION

A. Rationale

1. The Epifanio de los Santos Avenue (EDSA) Greenways Project aims to improve the pedestrian environment in four areas (Balintawak, Cubao, Guadalupe and Taft station areas) along with EDSA.¹ The current pedestrian facilities on EDSA are poorly designed and pedestrians suffer from unsafe and uncomfortable pedestrian environment. The project will build a total of 5 kilometers of covered elevated walkways in the four locations, including the construction of new walkways, and replacement and widening of existing footbridges. Elevators will be attached to the elevated walkways to address the needs of the elderly, pregnant women, persons with disability (PWDs), and people traveling with small children. The elevated walkways will be connected to railway stations to help promote the use of public transportation.

2. **Growing demand for transport.** The Philippines' inadequate transport infrastructure has weighed down the country's ability to compete regionally and globally. This is reflected in the country's ranking on the Logistics Performance Index, which has steadily deteriorated from 44th in 2010 to 71st in 2016.² Owing to major efforts of the government to address the huge infrastructure backlog, the overall ranking has improved to 60 in 2018. As a result of consistent under-spending on public infrastructure in the past, the Philippine's public capital stock is the lowest among members of the ASEAN.³ To address this shortcoming, the government in 2017 launched a comprehensive infrastructure development program - Build, Build, Build (BBB).⁴ The BBB program aims to attract investments, provide improved connectivity, and spur economic growth through infrastructure development.

3. The recent improvement and expansion of the transport systems are still inadequate to keep up with the growing demand for transport, especially in urban areas such as Metro Manila. Commuters continue to shift to private vehicles because of a lack of reliable and convenient public transport and poor transport infrastructures for non-motorized transport. The quality and performance of public transport and supporting infrastructures thus require significant improvement. The proposed project is closely aligned with these efforts and included in the BBB program.

4. **Worsening traffic on EDSA.** EDSA is the most congested road in the National Capital Region. Metro Manila Development Authority reported that annual average daily traffic of EDSA in 2018 reached 383,828 vehicles per day.⁵ The worsening traffic congestion has caused a myriad of problems. Daily economic losses due to congestion are estimated at ₱2.1 billion, which could rise to ₱3.5 billion a day in 2035 if no action is taken.⁶ Deteriorating air quality and road safety are also a cause for concern. To reverse the current trajectory and improve the transport system,

¹ The Board of National Economic and Development Authority of the Philippines approved the project on 29 January 2020 as "EDSA Greenways Project - Phase 1".

² Department of Trade and Industry. 2016. Logistics Performance Index 2018. Manila.
<https://www.dti.gov.ph/media/latest-news/12185-ph-leaps-to-60th-spot-in-logistics-performance-index>

³ The public capital stock of the Philippines was 35% of gross domestic product in 2015, significantly below the ASEAN average of 69%.

⁴ Build, Build, Build. <http://www.build.gov.ph>.

⁵ Metro Manila Development Authority. 2019. *Metropolitan Manila Annual Average Daily Traffic (AADT) 2018*. Manila.
<http://www.mmda.gov.ph/images/Home/FOI/Annual-Average-Daily-Traffic-AADT/AADT-2018.pdf>

⁶ Japan International Cooperation Agency (JICA). 2019. Follow-up Survey on Roadmap for Transport Infrastructure Development for Greater Capital Region. Manila

the government plans to expand the urban rail network in Metro Manila, including the Metro Manila Subway, North-South Commuter Railway, Metro Rail Transit Line 7, and extension of the Light Rail Transit Line 1 and Light Rail Transit Line 2.⁷ Creating convenient and attractive interchanges with and among public transport modes will encourage greater use of public transport, leading to reduced traffic congestion.

5. **Poor pedestrian facilities.** Pedestrians are the most vulnerable road users. Of the recorded traffic accidents in Metro Manila, pedestrians account for over 40% of total fatalities every year.⁸ Facilities designed to accommodate pedestrian needs are severely lacking. Improving pedestrian safety, while reducing conflict on the street level between pedestrians and motor vehicles, is a pressing issue. This requires an adequate provision of space and facilities that supports improved pedestrian safety and comfort, such as separating pedestrians from traffic through elevated walkways. Existing pedestrian facilities are poorly designed and unsafe for walking. Pedestrian walkways are narrow, lack adequate protection from the elements (e.g. rain, direct sunlight), and are not well-connected. In addition, security is undermined by lack of lighting facilities to ensure safe walkability at night. Pedestrian-friendly measures around mass transit stations are required to improve comfort and safety for pedestrians.

6. **Enhanced mobility for all.** The government has been shifting its priority to people-mobility over vehicle-mobility to achieve inclusive mobility and accessibility.⁹ The pedestrian environment needs to integrate physical design features that are friendly to pregnant women, the elderly, PWDs, and people with small children. These features can vary according to expected number of users, and can include features such as elevators, ramps, sufficient space for people movement, and adequate lighting. The proposed project is planned through people friendly approach to enhance the pedestrian experience for all types of users, irrespective of age, gender or mobility.

A. Impact and Outcome

7. The project is aligned with the following impacts: Inclusive mobility and accessibility achieved through the prioritization of people-mobility over vehicle-mobility (footnote 8). The project will have the following outcome: number of pedestrian increased and pedestrian experience improved.

8. **Output: Pedestrian walkways built.** The project will build a total of 5 kilometers of elevated walkways, including construction of new walkways and replacement or widening of existing footbridges in four locations along EDSA: Balintawak, Cubao, Guadalupe and Taft station areas. The elevated walkways will be covered and properly lit. Elevators will be attached to the elevated walkways to address the needs of the elderly, pregnant women, PWDs, and people traveling with small children.

⁷ Parts of North-South Commuter Railway is financed by ADB. 2019. *Malolos Clark Railway Project*,

⁸ Metropolitan Manila Development Authority. 2016. Metro Manila Accident Recording and Analysis System: *Traffic Accident Report January to December 2016*.

⁹ Government of Philippines, National Economic and Development Authority, 2018 National Transport Policy and its Implementing Rules and Regulations. Manila.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Table 1: Project Readiness Activities

2020							
Indicative Activities	Jul	Aug	Sep	Oct	Nov	Dec	Responsible Individual/Unit/Agency/ Government
Advance contracting actions					X		DOTr
Establish project implementation arrangements	X						DOTr
ADB Board approval						X	ADB
Loan signing						X	ADB, DOTr, DOF
Government legal opinion provided						X	DOJ
Government budget inclusion		X					DOTr, DBM
Loan effectiveness						X	ADB

ADB= Asian Development Bank, DBM= Department of Budget and Management, DOF= Department of Finance, DOJ= Department of Justice, DOTr= Department of Transportation.
Source: Asian Development Bank.

Table 2: Overall Implementation Schedule

[illegible]

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations: Roles and Responsibilities

Table 3: Project implementation Organization

Project Implementation Organizations	Management Roles and Responsibilities
Department of Finance	<ul style="list-style-type: none"> • Borrower
National Economic Development Authority (NEDA)	<ul style="list-style-type: none"> • Program and Project Monitor
Department of Transportation	<ul style="list-style-type: none"> • Executing/ Implementing Agency • Overall coordination of project implementation • Inter-agency coordination • Establishment of Project Management Office (PMO) through appointment of project manager with sufficient staff for support ing PMO • Day to day project management • Procurement of works, goods and consulting services. • Preparation and submission of Withdrawal Application • Preparation of Project Progress and Completion Report • Maintenance of project accounts and preparation of loan financial report.
Department of Budget and Management, Procurement Services (DBM-PS)	<ul style="list-style-type: none"> • Procuring Agent for CSC shortlisting •
ADB	<ul style="list-style-type: none"> • Provide financing • Monitor and review overall project implementation including project implementation schedule; actions required in relation to safeguard • Administer cofinancing by ASEAN Infrastructure Fund

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

B. Key Persons Involved in Implementation

Executing Agency

Department of Transportation

Officer's Name: Mark Steven Pastor
Position: Undersecretary for Road Transport and Infrastructure
Telephone No.: +632 8790 8300
Office Address: 16th Floor, The Columbia Tower, Ortigas Avenue, Barangay Wack-Wack, Mandaluyong City, 1555, Metro Manila

Asian Development Bank
Southeast Asia Department

Staff Name: Hiroaki Yamaguchi

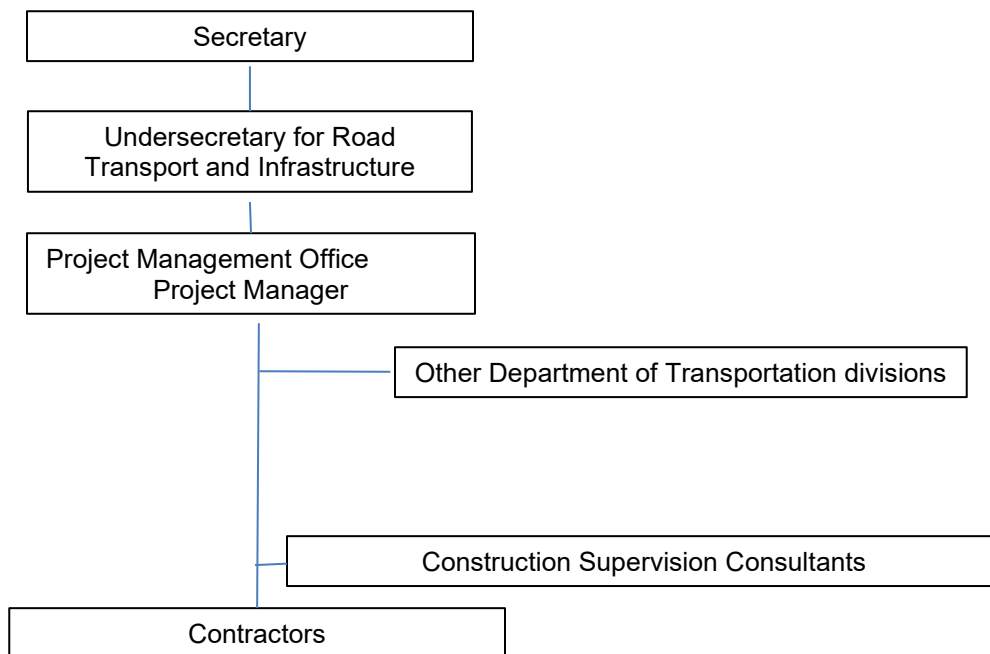
Transport and Communications
Division

Position: Director
Telephone No.+632 8632-6745
Email address: hymaguchi@adb.org

Mission Leader

Staff Name: Yidan Luo
Position: Young Professional
Telephone No.: +632 8632-4820
Email address: yluo@adb.org

C. Project Organization Structure



IV. COSTS AND FINANCING

9. The project is estimated to cost \$179.3 million, including tax and duties, physical and price contingencies.

10. **Financing Plan.** The project is estimated to cost \$179.3 million (Table 4). The government has requested a regular loan of \$123 million from ADB's ordinary capital resources and a loan of \$15 million from ASEAN Infrastructure Fund (AIF) under the ASEAN Catalytic Green Finance Facility to help finance the project.

Table 4: Summary Cost Estimates (\$ million)

Item	Amount^b
A. Base Cost^a	
1. Output: Pedestrian walkways built	156.63
Subtotal (A)	156.63
B. Contingencies^c	17.94
Project Cost (A+B)	174.57
C. Financial Charges During Implementation^d	4.73
Total (A+B+C)	179.30

^a Includes taxes and duties of \$18.22 million, which will finance by the government through cash contribution.

^b In mid-2020 prices as of June 2020.

^c Physical contingencies computed at 6.5% for civil works and consulting services, and 12% for land acquisition and utility relocation cost. Price contingencies computed at average of 1.5% on foreign exchange costs and 3.7%-4% on local currency costs.

^d Includes interest and commitment charges. Interest during construction for the ordinary capital resources (OCR) and ASEAN Infrastructure fund (AIF) loan have been computed based on the 5-year US dollar fixed swap rate. For OCR loan, an effective contractual spread of 0.5% and maturity premium of 0.2% is added. For AIF loan, maturity premium is 0%, and contractual spread is 0% during the grace period, after which contractual spread is 1.40%. Commitment charges for the OCR loan and AIF loan are 0.15% per year to be charged on the undisbursed loan amounts.

Source: Asian Development Bank estimates.

11. The OCR loan will have a 28-year term, including a grace period of 9 years; an annual interest rate determined in accordance with ADB's London interbank offered rate (LIBOR)-based lending facility; a commitment charge of 0.15% per year, and such other terms and condition set forth in the draft loan agreement. Based on custom-tailored repayment method, the average loan maturity is 19.0 years and the maturity premium payable to ADB is 0.20%.

12. The AIF loan will have a 7-year term, including a grace period of 10 years; an annual interest rate determined as LIBOR (6-month floating rate) per annum (flat) during grace period and LIBOR (6-month floating rate) plus 1.40% per annum from end of grace period over principal repayment period; a commitment charge of 0.15% per year (the interest and other charges during implementation will not be capitalized in the loan); and such other terms and condition set forth in the draft loan agreement. Based on the straight-line repayment method, the average maturity is 8.4 years, and no maturity premium.

13. The government will finance land acquisition and resettlement, utility relocations, taxes and duties in the territory of the borrowers, and project administration cost. The project administration cost will be provided as in-kind contribution from executing agency.¹⁰ The summary financing plan is in Table 5. ADB loan will finance the expenditures in relation to civil works and consulting services, and AIF loan will finance the civil works. AIF loan will be fully administered by ADB.

¹⁰ The project administration cost includes salary of the staff of the project management office, office equipment and office supply. The cost is estimated by the executing agency.

Table 5: Summary Financing Plan

Source	Amount (\$ million)	Share of Total (%)
Asian Development Bank		
Ordinary capital resources (regular loan)	123.0	68.6
ASEAN Infrastructure Fund (fully administered by ADB)	15.0	8.4
Government ^a	41.3	23.0
Total	179.3	100.0

^a Includes financial charge during construction

Source: Asian Development Bank estimates.

14. The project activities are promoting non-motorized transport and thus eligible as climate mitigation finance.¹¹ Climate mitigation is estimated to cost \$179.3 million. ADB will finance 68.6 % of mitigation costs and AIF(ACGF) will finance 8.4%.

A. Cost Estimates Preparation and Revisions

15. The cost estimates were prepared by DOTr with the support from a consultant financed by the ADB's Infrastructure Preparation and Innovation Facility (Loan 3589-PHI).¹² The cost is estimated in the local currency and converted to US Dollar for ADB documentation based on the exchange rates mentioned in para 17.

B. Key Assumptions

16. The following key assumptions underpin the cost estimates and financing plan:

- (i) Exchange rate: PHP 50.2 = \$1.00 as of 1 June 2020; and
- (ii) Price contingencies based on expected cumulative inflation over the implementation period are as follows:

Table 6: Escalation Rates for Price Contingency Calculation

Item	2019	2020	2021	2022	2023	Average
Foreign rate of price inflation	1.4%	1.5%	1.5%	1.5%	1.6%	1.5%
Domestic rate of price inflation	4.0%	3.9%	3.7%	3.7%	3.7%	3.8%

Source: Asian Development Bank estimates.

C. DETAILED COST ESTIMATES BY EXPENDITURE CATEGORY

Table 7: Cost Estimates by Expenditure Category (\$ million)

	Total Cost	% of Total Base Cost
A. Investment Costs^a		
1. Civil works	128.90	82.3%
2. Consulting services	9.74	6.2%
3. Land Acquisition and Resettlement	3.23	2.1%
4. Utility relocation	13.51	8.6%

¹¹ Asian Development Bank, Guidance Note on Counting Climate Finance at ADB, October 2016.

¹² ADB. 2017. *Report and Recommendation of the President to the Board of Directors: Proposed Technical Assistance Loan to the Republic of the Philippines for the Infrastructure Preparation and Innovation Facility*. Manila.

	Total Cost	% of Total Base Cost
B. Recurrent Cost		
1. Administration cost	1.24	0.8%
Base Cost (A+B)	156.63	100%
C. Contingencies		
1. Physical	9.72	6.2%
2. Price	8.23	5.3%
	17.94	11.5%
D. Financial Charges During Implementation		
1. Interest during construction	4.41	2.8%
2. Commitment charges	0.32	0.2%
	4.73	3.0%
Total Project Cost (A+B+C+D)	179.30	114.5%

Notes: Numbers may not sum precisely because of rounding.

^a Includes taxes and duties of \$18.22 million to be financed by the government.

Sources: Feasibility study consultants' report, and Asian Development Bank estimates.

D. Allocation and Withdrawal of Loan Proceeds

Table 8: Allocation and Withdrawal of ADB Loan Proceeds

	Amounts (\$)	ADB financing Percentage and Basis for withdrawal from the loan account
5. Civil Works	98,163,000	86.74% of total expenditure*
6. Consulting Services	8,700,000	100% of total expenditure*
7. Unallocated	16,137,000	
TOTAL	123,000,000	

*exclusive of taxes and duties within the territory of the borrower.

Table 9: Allocation and Withdrawal of AIF Loan Proceeds

	Amounts (\$ million)	AIF financing Percentage and Basis for withdrawal from the loan account
1. Civil Work	15,000,000	13.26% of total expenditure*
TOTAL	15,000,000	

* exclusive of taxes and duties within the territory of the borrower.

E. Detailed Cost Estimates by Financier

Table 10: Detailed Cost Estimates by Financier

Item	ADB		AIF		Government				Total Cost
	Amount	% of Cost Category	Amount	% of Cost Category	Amount	Tax	Total	% of Cost Category	
A Investment Costs									
1 Civil Works	98.16	76.2%	15.00	11.6%	0.00	15.73	15.73	12.2%	128.90
2 Consulting Services	8.70	89.3%	0.00	0.0%	0.00	1.04	1.04	10.7%	9.74
3 Land Acquisition	0.00	0.0%	0.00	0.0%	3.23	0.00	3.23	100.0%	3.23
4 Utility relocation	0.00	0.0%	0.00	0.0%	12.06	1.45	13.51	100.0%	13.51
Subtotal (A)	106.86	68.8%	15.00	9.7%	15.30	18.22	33.52	21.6%	155.38
B Recurrent Cost									
1 Administration	0.00	0.0%	0.00	0.0%	1.24	0.00	1.24	100.0%	1.24
Subtotal (B)	0.00	0.0%	0.00	0.0%	1.24	0.00	1.24	100.0%	1.24
Base Cost	106.86	68.2%	15.00	9.6%	16.54	18.22	34.76	22.2%	156.63
C Contingencies									
1 Physical Contingencies	8.33	85.7%	0.00	0.0%	1.39		1.39	14.3%	9.72
2 Price Contingencies	7.81	95.0%	0.00	0.0%	0.42		0.42	5.0%	8.23
Subtotal (C)	16.14	89.9%	0.00	0.0%	1.81		1.81	10.1%	17.94
Project Cost	123.00	70.5%	15.00	8.6%	18.34	18.22	36.57	20.9%	174.57
D Financing Charges During Implementation									
1 Commitment Fee		0.0%		0.0%	0.32		0.32	100.0%	0.32
2 Financing charges		0.0%		0.0%	4.41		4.41	100.0%	4.41
Subtotal (C)		0.0%		0.0%	4.73		4.73	100.0%	4.73
Total (A+B+C)	123.00	68.6%	15.00	8.4%	23.08	18.22	41.30	23.0%	179.30

Note: Numbers may not sum precisely because of rounding.

Source: Asian Development Bank estimates

F. Detailed Cost Estimates by Year

Table 11: Detailed Cost Estimate by Year
(\$ million)

Item		Total	2021	2022	2023
A.	Base Costs	138.40	33.60	70.37	34.43
	Civil Works	113.16	14.31	66.71	32.14
	Consulting Services	8.70	3.51	3.29	1.90
	Land Acquisition	3.23	3.23	0.00	0.00
	Utility Relocation	12.06	12.06	0.00	0.00
	Administration	1.24	0.48	0.38	0.39
B.	Contingencies	17.94	2.27	3.79	11.89
C.	Taxes and Duties	18.22	3.76	8.85	5.61
D.	Financing Charges During Implementation	4.73	0.34	1.57	2.82
	Total (A+B+C+D)	179.30	39.97	84.59	54.74
% Total Project Cost		100%	22%	47%	31%

Source: Asian Development Bank estimates.

G. Contract and Disbursement S-Curve

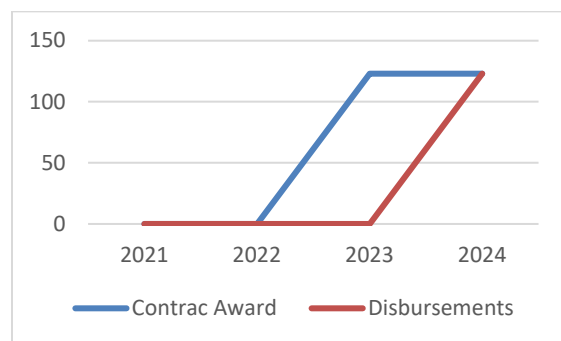
Table 12: Projection of Contract Award and Disbursement for ADB Loan

Contract Awards (in \$ million)						Disbursements (in \$ million)					
Year	Q1	Q2	Q3	Q4	Total	Year	Q1	Q2	Q3	Q4	Total
2021	0.0	0.0	0.0	0.0	0.0	2021	0.0	0.0	0.0	0.0	0.0
2022	0.0	0.0	0.0	0.0	0.0	2022	0.0	0.0	0.0	0.0	0.0
2023	0.0	0.0	0.0	123.0	123.0	2023	0.0	0.0	0.0	0.0	0.0
2024	0.0	0.0	0.0	0.0	0.0	2024	123.0	0.0	0.0	0.0	123.0
Total			123.0			Total			123.0		

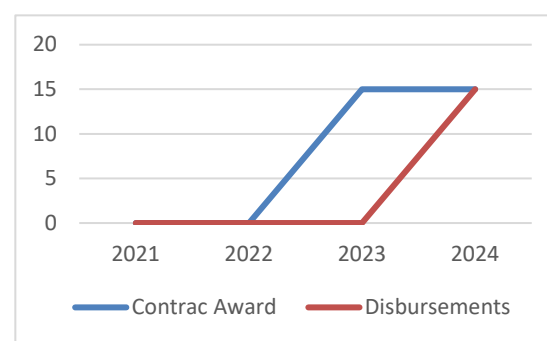
Table 13: Projection of Contract Award and Disbursement for AIF Loan

Contract Awards (in \$ million)						Disbursements (in \$ million)					
Year	Q1	Q2	Q3	Q4	Total	Year	Q1	Q2	Q3	Q4	Total
2021	0.0	0.0	0.0	0.0	0.0	2021	0.0	0.0	0.0	0.0	0.0
2022	0.0	0.0	0.0	0.0	0.0	2022	0.0	0.0	0.0	0.0	0.0
2023	0.0	0.0	0.0	15.0	0.0	2023	0.0	0.0	0.0	0.0	0.0
2024	0.0	0.0	0.0	0.0	0.0	2024	15.0	0.0	0.0	0.0	15.0
Total			15.0			Total			15.0		

Figure 1: S-Curves for Contract Awards and Disbursement



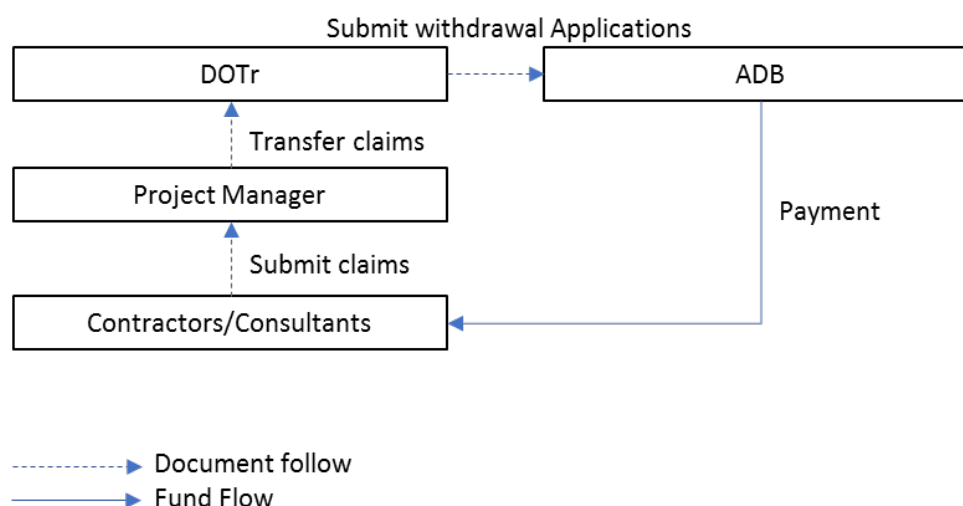
S-curve for ADB loan



S-curve for AIF loan

H. Fund Flow Diagram

Figure 2: Fund Flow Diagram



V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

17. The financial management assessment (FMA) was conducted in October 2018 in accordance with ADB's *Guidelines for the Financial Management and Analysis of Projects and the Financial Due Diligence: A Methodology Note*. The FMA considered the capacity of the DOTr, including funds-flow arrangements, staffing, accounting and financial reporting systems, financial information systems, and internal and external auditing arrangements. Based on the assessment, DOTr has sound financial and accounting systems, adheres to Commission on Audit (COA) prescribed procedures, manuals, policies, guidelines, reporting framework, follows accrual based accounting in Enterprise Resource Planning system based on Philippine Public Sector Accounting Standards (PPSAS), have robust internal control system with a separate Internal Audit division. It is concluded that the overall pre-mitigation financial management risk of DOTr is substantial with appropriate risk mitigation measures in place. In relation to this project, a second FMA was conducted in July 2019 to update the FMA and particularly, to review the progress made against the financial management action plan.

18. The government and DOTr have agreed to implement an action plan as key measures to address the deficiencies. The updated financial management action plan is provided in Table 14

TABLE 14 - FINANCIAL MANAGEMENT RISK MITIGATION ACTION PLAN

Risk Description	Rating	Mitigation Measures	Responsibility	Time Frame	Progress as of 25 November 2022
1. Staffing The vacant positions in the Accounting Division	M	DOTr to fill up the existing vacant positions for effectively	DOTr	June 2023	DOTr Greenways PMO had

<p>resulted in an increase of the workloads of existing staff. However, 3 personnel are assigned to handle foreign-assisted projects (including 2 for ADB projects) and 1 more staff is currently under the process of recruitment.</p>		<p>managing the workload balance</p>			<p>successfully recruited 1 senior budget officer and 1 junior budget officer who already reported for work last 28 November 2022. With the continuous support from the DOTr Road Sector, the PMO will periodically review the performance /capacity of the financial management team, especially during the period of contract award and disbursement of loans, and shall make necessary changes in order to mitigate any risk. Further, ADB will provide. FM training to DOTr PMO personnel which is scheduled tentatively in the first quarter of 2023.</p>
<p>2. Budgeting There have been cases of slow implementation of projects (local as well as foreign funded). This may lead to time and cost overrun and impact the budget utilization rate.</p>	H	<p>Robust project planning and regular monitoring of project implementation progress.</p> <p>Timely escalation of project issues to DOTr's management for speedy resolution.</p>	DOTr	March 2023	<p>The changes in project timeline resulted in the overshoot of the approved NEDA budget, which also affected the Government Counterpart budget (ROWSA and Admin & Engineering). The PMO is already</p>

					coordinating with Arup regarding the preparation for the NEDA resubmission due to changes in the project timeline and cost to be submitted sometime in April 2023, as a requirement for the DOTr's application for the ADB Loan extension for the project.
3. Internal Audit <ul style="list-style-type: none"> The Internal Audit Service (IAS) is not fully operational since 7 positions are still vacant. This may severely affect the discharge of internal audit functions and/or audit quality. IAS (erstwhile IAO) is directly under the Office of the Secretary. However, the said office currently reports directly to the Undersecretary of Finance. 	H	<p>The IAS is in process of filling up the position of the Head of the IAS. IAS to plan to fill up remaining vacant positions at the earliest.</p> <p>IAS to directly report to the Office of the Secretary.</p>	DOTr	January 2023	No update yet
4. Accounting and Financial Reporting The COA have issued qualified opinions on the fairness of the presentation of DOTr's Financial Statements for FY 2017 due to accounting errors and deficiencies. The recurring audit qualification/observatio	S	<p>DOTr to resolve all the audit issues as per the action plan submitted to COA.</p> <p>DOTr to adhere to the timelines for submission of the financial reports/ documents to COA.</p>	DOTr	June 2023	The ADB Loan for the project became effective in March 2021 only. ADB approved the deferment of the submission by the DOTr of the first APFS for FY 2021 until 30 June 2022

ns is the overstatement of inventory and property, plant and equipment. There have been delays in the submission of financial reports / documents to COA.					due to zero disbursements for the project from all funding sources (ADB loan, AIF loan and government counterpart funding). The first APFS of the project that will be submitted by June 2023 shall comprise both FYs 2021 and 2022.
5. Internal Control <ul style="list-style-type: none"> Unreconciled difference between physical inventory and ledger balance to the tune of PhP332 million was observed in 2017. Control gaps exist in PPE management such as incomplete physical verification of properties. As at 31 December 2017, outstanding advances to contractors /vendors stands at Php2.84 billion due to non-adjustment of advances at the time of progress billing, final settlement etc. This may 	S	<ul style="list-style-type: none"> Only part of the unreconciled inventory difference is related to DOTr's OSEC. Further, in case of projects, the responsibility of maintaining and managing inventory lies with the Contractor. PMO of the project will be responsible for overall monitoring of the project implementation. A Project Management Consultant (PMC) will also be appointed to assist PMO in the project implementation, supervision and monitoring. For inventory related to OSEC supply items, DOTr Accounting Division and Supply Division to undertake reconciliation on a monthly basis. Effective control mechanism with respect to PPE management such as periodic physical verification, updating of Property Cards (PC), transfer of completed projects from CWIP to appropriate 	DOTr	June 2020	The responsibilities of the PMC are already enumerated in the TOR/Bidding Documents for the procurement of Construction Supervision Consultant (CSC), which is still being procured by DOTr. The PMO will check if DOTr or other projects has an existing manual to follow and/or observe.

lead to excess payment to contractors/vendors.		<p>PPE category, proper charging of depreciation, de-recognition of obsolete/disposed PPEs, maintaining records properly.</p> <ul style="list-style-type: none"> • Regular and effective monitoring of outstanding advances through constant coordination between Accounting Division and PMU/PMO, follow up with the contractors for timely submission of progress / final invoice, and recoupment of advances from each invoice. 			
<p>6. Experience with ADB Projects</p> <ul style="list-style-type: none"> • Limited experience of DOTr's Controllership Service and Finance & Management Service in implementation of ADB funded projects, including financial management arrangements such as loan disbursement procedures. • IAS staff have limited understanding of ADB's guidelines and procedures including loan disbursement. 	M	<ul style="list-style-type: none"> • DOTr has experience of preparing and submitting audited Project Financial Statements for other foreign funded projects such as World Bank Cebu Bus Rapid Transit Project, JICA Maritime Safety Capability Improvement Project, Korea EXIM Puerto Princesa Airport Development Project, etc. Similarly, it is expected that DOTr can prepare Financial Statements for the project to be funded by ADB. • Controllership Service, Finance & Management Service and IAS staff to receive training of ADB's loan disbursement guidelines and procedures. 	DOTr	June 2020	<ul style="list-style-type: none"> • The project became effective in March 2021 only. Submission of the first APFS (FY 2021) has been deferred to 30 June 2022 due to zero disbursements for the project from all funding sources: ADB loan, AIF loan and government counterpart funding. The APFS will comprise FYs 2021 and 2022. • In order for the EDSA Greenways Project Management Office personnel to become knowledgeable in the ADB's guidelines and procedure, ADB

					will provide Financial Management Training. Disbursement /CPD training during the first quarter of 2023.
--	--	--	--	--	--

ADB= Asian Development Bank, CSC = construction supervision consultant, COVID-19 = coronavirus disease, DBM = Department of Budget and Management, DOTr = Department of Transportation, DPWH = Department of Public Works and Highways, EDC = engineering design consultant, IPIF = Infrastructure Preparation and Innovation Facility, MMDA = Metropolitan Manila Development Authority, MRT = Metro Rail Transit, NEDA = National Economic and Development Authority, PMO = project management office, TA = technical assistance.

Ratings: S = substantial, M = moderate, L = low.

Source: Asian Development Bank.

Ratings: S = substantial, M = moderate, H = High, L = low. Source: Asian Development Bank.

B. Disbursement

1. Disbursement Arrangements for ADB and AIF Loans

19. The loan proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time),¹³ and detailed arrangements agreed upon between the government and ADB. Online training for project staff on disbursement policies and procedures is available.¹⁴ Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control. The direct payment and reimbursement procedure will be used for the project for both ADB and AIF loans.

20. DOTr will be responsible for (i) preparing disbursement projections, (ii) requesting budgetary allocations for counterpart funds, (iii) collecting supporting documents, and (iv) preparing and sending withdrawal applications to ADB.

21. The statement of expenditure (SOE) procedure may be used for reimbursement of eligible expenditures. Based on the FMA conducted, DOTr has adequate capacity to administer and maintain proper SOE records and make them available for examination. However, DOTr has not experienced ADB financing project and thus the ceiling of the SOE procedure is set to 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.

22. 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 stipulated in the *Loan*

¹³ The handbook is available electronically from the ADB website (<http://www.adb.org/documents/loan-disbursement-handbook>)

¹⁴ Disbursement eLearning. http://wpqr4.adb.org/disbursement_elearning the same category.

Disbursement Handbook (2017, as amended from time to time). Individual payments below such amount should be paid by the DOTr and subsequently claimed to ADB through reimbursement. The borrower should ensure sufficient category and contract balances before requesting disbursements. Use of ADB's Client Portal for Disbursements (CPD) system is encouraged for submission of withdrawal applications to ADB.

23. The OCR loan and the AIF loan will be disbursed on a pro-rata basis for Works category at the rate defined in Table 8 and 9. When the government requests cancellation of the loan proceeds under Works categories, the cancellation amounts shall be also on a pro-rata basis. The partial cancellation of the loan proceeds under the other categories of the OCR loan will be made independently.

2. Disbursement Arrangements for Counterpart Fund

24. The government counterpart funds for the project will be disbursed for payment to contractors through an authorized government bank. The PMO will be responsible for (i) preparing disbursement projections, (ii) requesting budgetary allocation for counterpart funds, and (iii) collecting supporting documents. All civil works contracts will be subject to taxes that include VAT and withholding taxes which are deducted from every claim. Goods will be subject to taxes and duties.

25. The relevant disbursement procedure is as follows: The PMO prepares the draft disbursement voucher, collates all supporting documents, and submits these to the Comptrollership Service of the DOTr. The Comptrollership Service then undertakes a preliminary review, ensures completeness of documents, and processes the disbursement voucher for submission to the Accounting Division. The Accounting Division then undertakes a pre-audit review. Said review is concluded with the Chief Accountant approving the journal entry voucher and signing the disbursement voucher. The disbursement voucher and supporting documents are then forwarded to the Undersecretary or Assistant Secretary for Road Transport and Infrastructure for approval of payment. Afterwards, the disbursement voucher and supporting documents are then endorsed by the Comptrollership Service to the Treasury Division which will issue the Advice to Debit Account (ADA) and forward all relevant signed documents to the authorized government depository bank for payment to contractors.

C. Accounting

26. The DOTr will maintain, or cause to be maintained, separate books and records by funding source for all expenditures incurred on the project following Philippine Public Sector Accounting Standards (PPSAS) for accrual-based accounting. The DOTr will prepare project financial statements in accordance with the government's accounting laws and regulations which are consistent with international accounting principles and practices.

D. Auditing and Public Disclosure

27. The DOTr will cause the detailed project financial statements to be audited in accordance with the PPSAS, which are consistent with the International Standards for Supreme Audit Institutions, by an independent auditor acceptable to ADB. The financial statements to be prepared by DOTr should include (i) Balance Sheet, (ii) Income Statement, (iii) Cashflow

Statement, (iv) Statement of Budget vs Actual, (v) Expenditures with information on the sources and uses of funds, and (iv) Statement of Withdrawals.

28. The audited project 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 the DOTr.

29. The audit report for the project financial statements will include a management letter and auditor's opinions, which cover (i) whether the project financial statements present an accurate and fair view or are presented fairly, in all material respects, in accordance with the applicable financial reporting standards; (ii) whether the proceeds of the loan were used only for the purpose(s) of the project; and (iii) whether the borrower or executing agency was in compliance with the financial covenants contained in the legal agreements (where applicable).

30. 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.

31. The government and DOTr 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.¹⁵ 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.

32. Public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements, will be guided by ADB's *Access to Information Policy (2018)*.¹⁶ 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.¹⁷

¹⁵ 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.

¹⁶ Public Communications Policy: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>

¹⁷ This type of information would generally fall under Access to Information Policy (2108) exceptions to disclosure.. *Public Communications Policy*. Paragraph 17(iv) and/or 17(v).

VI. PROCUREMENT AND CONSULTING SERVICES

A. Advance Contracting

33. **Advance contracting.** All advance contracting and retroactive financing will be undertaken in conformity with ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrower (2017, as amended from time to time). The issuance of invitations to bid under advance contracting will be subject to ADB approval. The borrower and DOTr have been advised that approval of advance contracting does not commit ADB to finance the project.

34. Advance procurement for works and consulting services will be carried out in this project. This will include preparation of tender documents, tendering and bid evaluation, evaluation of bids and recommendation for contract awards for civil works packages. All advance procurement action will be carried out with prior review by ADB.

B. Procurement of Goods, Works, and Consulting Services

35. All procurement of goods, works and services will be undertaken in accordance with ADB's *Procurement Policy* (2017, as amended from time to time) and the *Procurement Regulations for ADB Borrowers* (2017, as amended from time to time). Open competitive bidding procedures will be used for all civil works contracts. Design and Build contracts are planned for procurement of works. DOTr will delegate the shortlisting of consultants to the Department of Budget and Management Procurement Service (DBM-PS) based on the Memorandum of Agreement signed by both parties. For all contracts, DOTr will prepare the bidding documents, technical specifications, terms of references, project requirements, and any other document necessary for the conduct of the procurement activity. DOTr through its designated Bids and Awards Committee (BAC) will conduct the procurement activities from procurement conference, advertisement, selection process, evaluation, post-qualification, and recommendation of award. DOTr shall award and sign the contracts following the recommendations of the BAC.

C. Procurement Plan

36. An 12-month procurement plan indicating threshold and review procedures, goods, works and consulting service contract packages and open competitive bidding under national advertisement guidelines is attached in Appendix 1.

C. D. Consultant's Terms of Reference

37. The terms of references for the consulting services are attached in Appendix 2.

B. VII. SAFEGUARDS

38. Prohibited investment activities. Pursuant to ADB's *Safeguard Policy Statement* (SPS) (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).

39. The project is categorized as B for environment, B for involuntary resettlement and C for indigenous peoples in accordance with ADB's SPS (2009). Safeguards documents, specifically four resettlement plans and an initial environmental examination (IEE) were prepared in

accordance with ADB's SPS (2009). Prior to the implementation of works, the resettlement plans and the IEE will be reviewed and updated by DOTr, to ensure they reflect final design, and are consistent with the resettlement plans including applicable laws and regulations in the Philippines and ADB's SPS (2009). If there is a discrepancy between the laws and regulations of the Philippines and ADB's SPS (2009), the ADB's SPS (2009) will prevail.

40. Safeguards assurances for the projects are incorporated into the loan agreement. The government will ensure that all the requirements in Schedule 4 of the loan agreement are complied with during the processing and implementation of the investment project.

A. Social Safeguards

41. The project aims to enhance the pedestrian connectivity and facilities around four specific rail stations along EDSA: Balintawak Station, Cubao Station, Guadalupe Station, and Taft Station. The following project features however will result to minimal involuntary resettlement impacts: (i) construction of elevated walkways will require land acquisition for landings to situate escalators/stairs/ elevators as well as for support columns (ii) clearing of the right-of-way (ROW) will be necessary to maximize use for the overall project; and (iii) construction along footbridges shall require temporary land takes and disruption to access and use of areas where economic activities abound. Public utility relocation and related negotiations will be done by DOTr. The resettlement plan lists the number of public utilities, but the budget is out of scope of the resettlement plans. Expenses for public utility relocation are not included in the resettlement plans.

42. The project's impacts are limited to (i) permanent loss of land, (ii) permanent damage to structures and trees, (iii) temporary loss or disruption of income and land use or other assets during construction works, (iv) physical displacement of homeless families residing along the footbridges, and (v) disruption of city services.

43. The project shall, under the aegis of DOTr, uphold legal provisions of the Government of the Philippines in harmony with ADB's SPS (2009) safeguard requirements and as described in the resettlement plans. The DOTr will update the resettlement plans based on the schematic design of the project before awards of the work contracts. The schematic design-based RPs will reflect results of the parcellary survey¹⁸, independent property appraisal¹⁹, and Detailed Measurement Surveys (DMS).

44. The DOTr will be the executing agency for the project. The PMO under the DOTr's Office of the Undersecretary for Road and Infrastructure, DOTr's Environment, Social and Right of Way Division and Technical Working Committee for the Acquisition of Sites/Rights-of-way for the Department's Infrastructure Projects (TWC) shall be overall responsible for implementing and monitoring the project, including land acquisition and other resettlement related activities. Specifically, these units will:

- (i) provide technical assistance on day-to-day activities for the project, including
 - (a) site preparations; (b) supervise the consultants undertaking the detailed engineering design, construction drawings and all other related documents;

¹⁸ Under DOTr ROWSAM, a Parcellary Survey is conducted by a qualified, professional geodetic engineer the results of which indicates the location and size of affected sites and determining ownership) to be undertaken well in advance of construction.

¹⁹ Per DOTr ROWSAM, to contract qualified property assessors from a Government Financial Institution (GFI) (in the first instance) and/or Independent Property Appraisers (IPAs) to provide valuations of the land, assets, structures and improvements, crops and trees as appropriate noting the provisions of Secs. 6 and 12 of the IRR.

- (c) supervise the agencies and consultants involved in the implementation of this resettlement plan (and/or other safeguard planning documents) including the ROW clearing and land acquisition processes; (d) supervise the construction of all civil works packages and supply, delivery and commissioning of the rolling stock components; and (e) secure necessary approvals and permits from concerned government agencies, LGUs and other stakeholders;
- (ii) supervise the implementation of livelihood restoration/improvement among affected persons specifically the vulnerable sector; monitor resettlement plan implementation viz civil works; manage the grievance redress mechanism; and conduct internal monitoring;
- (iii) provide overall supervision and coordination in the planning, implementation, monitoring and evaluation of land/site acquisition activities. It will also evaluate and examine all documents pertaining to the properties to be acquired, and approve the compensation value as determined by the IPA/GFI;
- (iv) amend or complement the social safeguards document/plan in case problems or potential problems are identified during the internal monitoring of its implementation; and
- (v) assist the *barangay* local government in community awareness raising activities for the resettlement implementation.

45. DOTr shall provide adequate budget for appropriation that will allow acquisition of the required ROW, site or location for national government infrastructure projects in advance of the project implementation. These appropriations shall include the funds needed to cover the following expenses for activities directly related to right-of-way acquisition for the subprojects, to include:

- (i) Cost of parcellary surveys and appraisal of properties affected by the projects;
- (ii) Compensation for the project-affected land, structures and improvements, including relocation or replacement of compensable utilities, crops and trees;
- (iii) Related expenses including capital gains tax (CGT) in the case of negotiated sale, documentary stamp tax (DST), transfer tax and registration fees for the transfer of titles, and other relevant administrative expenses for right-of-way management, including the cost of environmental compliance certificate (ECC) application; and
- (iv) The Department of Finance will be responsible for the timely allocation of the required funds to the DOTr for implementing the RPs. The budget for land, tree and crop compensation as well as structures/houses, employment loss, income loss, etc. will be directly disbursed by the DOTr to the affected persons.

B. Environmental Safeguards

46. An IEE report was prepared for the project.²⁰ Under the Philippine Environmental Impact Statement System (PEISS), the project is not subject to environmental compliance certificate (ECC).²¹ The IEE and its environmental management plan (EMP) describe the potential environmental impacts and mitigation measures including the environmental monitoring required to ensure compliance to the national requirements and ADB SPS 2009. The IEE will be updated and/or revised as needed when the schematic design has been completed and when the design build contractors develop the detailed engineering design. The revised/updated IEE will be disclosed to the ADB website.

²⁰ Initial Environmental Examination will be accessible from the list of linked documents in Appendix 2 to the RRP).

²¹ DOTr secured the necessary certificate of non-coverage (CNC) from the Environmental Management Bureau of the Department of Environment and Natural Resources (DENR-EMB) on 9 July 2019.

47. The project is expected to generate significant public health and wellbeing benefits by promoting safe, all-weather, inclusive and zero-emission pedestrian transport facilities. However, the IEE concludes that some adverse impacts are anticipated during project implementation, primarily construction noise and dust, temporary traffic disturbance, and community and occupational safety during construction phase. No proposed project facility is located within or adjacent to ecologically sensitive areas. A traffic impact assessment²² concludes that traffic will be temporarily affected but will perform adequately during construction so long as one lane is reallocated for the works area and special measures (including temporary diversion) are undertaken at a few select locations to ensure that the V/C does not exceed 1.2. As the project involves elevated structures/walkways, passive fall protection shall be in place such as provision for working platforms and scaffolds, railings and lifelines, as well as safe access to maintain adequate occupational safety. Furthermore, suitable trainings and workshops (e.g. working at heights, etc.) would be provided to the construction workers to engage awareness for the possibilities of risks and accidents during and after work hours. The alignment of the Project is along the main thoroughfare of EDSA where motorized transport is the main contributor to air pollution and ambient noise. Nevertheless, construction works will generate fugitive dust and noise without proper controls. The design of proposed footbridge foundation at Balintawak LRT-1 Station will need to avoid the creek to ensure no adverse impact on water flows and quality. All impacts and risks will be temporary and site-specific, and can readily be mitigated to acceptable levels through good construction practices and standard mitigation measures outlined in the EMP. The sites are in proximity to the West Valley Fault System, and are exposed to multiple hazards including earthquake, liquefaction, tsunami and flood. These risks will be further assessed during detailed design, and disaster resilience consideration will be embedded in the design to ensure hazard-resistant structures.

48. Adequate operations and maintenance (O&M) arrangements will be required to maintain high quality services during facility operation. The facilities of the proposed footbridge, including the CCTV, lighting system, lift, drainage system, kiosk and advertising panel, shall be properly checked and repair regularly. The CCTV, lighting system and also the lift should be properly maintained to ensure that objective of the Project, i.e. to provide convenient, direct and safe pedestrian safety, will be achieved throughout the Project operation.

49. Institutional arrangements for environmental safeguards implementation, supervision and monitoring are identified in the IEE (Section 6.2). DOTr, being an executing agency will establish a PMO, who will oversee the Project. Under the EDSA Greenways PMO, there will be an Environment, Social and ROW Section (ESR Section) responsible for environmental and social development aspects of the project. DOTr will engage a Construction Supervision Consultant (CSC) to support PMO in project implementation. CSC's Environmental Specialists (international and national) will assist PMO to ensure compliance with the requirements of the EMP, including but not limited to review of contractor EMPs, supervision of CEMP implementation and conduct 24-hour air quality and noise measurements prior to construction, environment monitoring and reporting, public communication and grievance redress. Contractors will implement the management and monitoring plans in accordance with the safeguards documents. ADB will conduct regular review missions to confirm compliance with the ADB SPS.

50. Meaningful public consultation was conducted during project processing, involving 10 Key Informants Interviews, 5 Focus Group Discussions and a wide-scale perception survey that

²² Based on the volume-capacity ratio (or V/C ratio) referenced from Hong Kong's Transportation Planning and Design Manual (TPDM).

involved more than 2000 people with fair representation of women and vulnerable groups. Key environmental concerns related to traffic disturbance and pedestrian safety during construction. These concerns have been assessed in the IEE through comprehensive traffic disturbance studies and temporary traffic management plans. Meaningful consultation and information sharing will continue during implementation and a stakeholder communications strategy was prepared for the project (Section IX of this PAM) to guide DOTr in conducting meaningful and effective stakeholder engagement and respond to environment and safety related community concerns during project construction.

51. EMP implementation arrangements. Institutional arrangements for environmental safeguards implementation, supervision and monitoring are identified in the EMP (Section 6.2). DOTr shall ensure that the Project is implemented in accordance with the Philippine Government's laws and regulations on environment, as well as ADB SPS, and that there is no significant damage to the physical, ecological and socio-economic environment as a result of the design, construction, operation and maintenance of the Project. DOTr as the executing agency shall ensure that:

- (i) the Project is compliant with ADB SPS (2009) and Philippine Government laws and regulations during implementation;
- (ii) the Works contracts under the Project include specific measures to mitigate negative environmental impacts caused by the construction activities in accordance with the project EMP and monitoring program, to be included in the bidding and contract documents requiring contractors to comply with all applicable provisions and prepare Contractor's EMPs (CEMPs) which will be submitted to the Owner's Engineer for clearance prior to start of construction;
- (iii) adequate budget and staff resources are allocated for the EMP implementation;
- (iv) the contractors under the Works contracts will engage an environmental officer prior to start of construction;
- (v) the contractors and subcontractors are in strict compliance with all environmental impact mitigation and monitoring requirements set out in the EMP and contract documents;
- (vi) environmental approvals required by the Government are obtained prior to start of construction and copies of such approvals shall be submitted to ADB upon issuance;
- (vii) construction works carried out by contractors and subcontractors are adequately supervised and monitored to ensure compliance with the monitoring and mitigation measures set forth in the EMP;
- (viii) an updated IEE is prepared during the schematic design phase and the detailed engineering design phase, if needed;
- (ix) a new IEE or supplementary environmental assessment report shall be prepared in compliance with the ADB's SPS (2009) if there are additional components or changes in the project such as specific location and design, that will result to adverse environmental impacts not within the scope of the IEE approved by ADB, and if there will be significant unanticipated impacts during implementation; such document shall be submitted to ADB for clearance prior to implementation of additional components or major changes and corresponding approval from the Borrower's (approving authority) shall be obtained;
- (x) if any unanticipated environmental impacts become apparent during project implementation, a corrective action plan shall be prepared and submitted to ADB for clearance prior to implementation of the corrective action plan;

- (xi) a grievance redress mechanism (GRM) is established before the start of construction to receive, evaluate and facilitate the resolution of complaints of persons affected by project activities.
- (xii) public consultation and information campaigns related to environmental management and community health and safety during construction are periodically conducted as necessary; and
- (xiii) semi-annual reports on implementation of the EMP and regular updates for pending environmental issues jointly prepared by DOTr and the construction supervision consultant (CSC) are submitted to ADB following the schedule indicated in the IEE.

52. DOTr will establish a project management office (PMO) that will have the main responsibility for environmental safeguards management. DOTr will engage CSC to assist PMO. CSC's environment specialist will supervision responsibility for EMP implementation. Staff will be designated as focal persons in handling the environmental risks and impacts, coordinate the implementation of the stakeholder communication strategy, and coordinate the grievance redress mechanism (GRM). The construction supervision consultant (CSC) will have main day-to-day EMP implementation supervision responsibility. The CSC will supervise the contractors' environment performance, ensure high construction safety culture, conduct period environment monitoring, and prepare environment monitoring reports. Also, CSC will fill the anticipated capacity gaps of the PMO, provide training and advise the PMO on environment related issues and ADB requirements. The tasks of the CSC are defined in Appendix 2. ADB will conduct regular review missions to confirm compliance with the ADB SPS.

VIII. GENDER AND SOCIAL DIMENSIONS

53. This project is categorized as effective gender mainstreaming (EGM), with project output designed to deliver tangible benefits, by improving access to urban infrastructure, to women, and marginalized sectors, including children, persons with disability (PWD), elderly, and sexual minorities; promote employment and decent working conditions for women and PWDs; prevent sexual exploitation, abuse and harassment (SEAH) and other forms of gender-based violence (GBV) in the context of civil works and over-al project implementation; mainstream gender issues in operation and maintenance; and strengthen gender mainstreaming in road projects implementation; and thus, contribute to women's empowerment and gender equality.

54. Desk reviews, consultations, meetings and focused group discussions, and transportation and perception surveys conducted with stakeholders and beneficiaries reveal several relevant gender issues. First, current Metro Manila pedestrian facilities are inaccessible, unsafe and inconvenient particularly for women, sexual minorities, young children, elderly and PWDs. Problems include steep and too high walkways compounded by non-functioning lifts and escalators making it difficult for pregnant women, parents with small children and/or on errands (e.g., with heavy loads of groceries) who are mostly women doing unpaid work, and PWDs to access elevated pedestrian overpass, walkways or trains; stairs and walkways with open rails exposing women and girls to voyeurism and other forms of sexual harassment, and endangering small children who can get through the railings and fall off to the street or sidewalk below; lack of rest areas for elderly and PWDs, tactile signages and surfaces to guide blind persons, and emergency exits along walkways for PWDs. Second, even if facilities are provided when infrastructure projects are new, they soon fall into decrepit because of lack of sufficient monitoring for user safety and security and effective operation and maintenance. Third, employment generated by infrastructure projects do not benefit women on equal basis as men, and rarely benefit PWDs. This is due to the bias of employers in preferring to hire men and able-bodied

persons, as well as lack of motivation of women and PWDs to apply for jobs. The latter can be due to several factors including lack of knowledge of job opportunities, lack of skills, and fear of discrimination and sexual harassment in the workplace. Fourth, women, girls, homosexuals (real or perceived), and transgender individuals fall victim to gender-based violence, including sexual exploitation, abuse and harassment, committed by construction workers, bystanders and co-pedestrians.

55. These findings reinforce and complement other studies and literature on gender issues in transportation and urban infrastructure in general, and in the Philippines in particular. Data from the 2015 Metro Manila Urban Transport Integrity Study (MMUTIS) show that women tend to travel during off-peak hours, and take more trips for errands and private purposes (send/pick up children, recreation, worship, shopping, eating, medical), while more men make more business trips. Only 3% of women respondents had driver's license compared to 23% of the male respondents. Women passenger rates are higher in tricycle, pedicabs, and UV express, while men used more or motorcycles and cars. These figures confirm that women's mobility is affected by how culture and society perceive them and by the roles assigned to them. The gender division of labor has an impact on women's and men's travel patterns, modes of transport access, and utilization of transportation infrastructure and services. Generally, women have complex travel patterns unlike men who usually just go from point A to point B to get to their purpose of travel, which is usually to engage in paid work. Women, on the other hand, cover more locations but shorter distances as part of their multiple roles (taking the kids to school or doctor/dentist, marketing, etc.). This is what is referred to as "trip-chaining."²³

56. The 2016 Social Weather Station Safe Cities Baseline Study conducted in two *barangays* in Quezon City involving 800 respondents (50% each male and female respondents aged 12 and above), found that 80% of women respondents 18-24 years old, have experienced sexual harassment once in their lifetime, and 58% of them experienced sexual harassment on the streets, major roads, and inner streets, with majority of physical sexual harassment happening in public transport. Sexual harassment was also encountered in other areas such as churches, internet shops, parks, stores and malls, school grounds, and terminals and waiting sheds. Contrary to common perceptions, majority of sexual harassment incidents happen in broad daylight. Seventy percent of cases happen during the day, between 6 am and 6 pm. The survey reveal that men feel safer than women in the communities. It also found that 3 out of 5 men confessed to committing a form of sexual harassment at least once in their lifetime, and that 1 in 7 men commit sexual harassment at least daily in the year preceding the survey. The survey also showed that men commit sexual harassment regardless of their educational background or employment status.²⁴

57. The project gender action plan (GAP) in Table 15 seeks to address the above identified gender issues. Thus, key GAP actions include: (i) integration of physical design features to make infrastructure equally accessible, convenient, and safe for all kinds of users (e.g., glass elevators, barricades, grab rails, tactile surfaces and signages, provisions for passive surveillance, rest areas, greeneries, etc.; (ii) pro-active recruitment of women and PWDs for employment opportunities created by the project, and ensuring observance of core labor standards, and compliance with GAD-related workplace legal mandates; and (iii) awareness-raising on sexual exploitation, abuse and harassment (SEAH) and other forms of gender-based violence of at least 90% of all personnel involved in civil works (management, supervisors, professional and laborers), in all *barangays* affected by the project, and for all relevant staff of the executing agency

²³ ADB Gender Tool Kit: Transport 2013

²⁴ Social Weather Stations. 2016. SWS 2016 Safe Cities Quezon City Baseline Study Results.

or implementing agency and contractors, and setting up of mechanism as part of the Grievance Redress Mechanism to protect women, children, and sexual minorities from gender-based violence in the context of the project's civil works.

58. To promote sustainability of project gender equality gains, and to support institutional gender mainstreaming, the project GAP also provides for the DOTr Gender and Development Focal Point System (GAD-FPS) and GAD Technical Working Group for Road Sector to co-facilitate with the Gender Consultant all gender-related awareness-raising and capacity-building activities under the project, and shall be an integral part of the project planning, monitoring and evaluation team. Further, the implementation of the project GAP shall be integrated into the DOTr Annual GAD Plans and Budgets and Annual GAD reports to the Philippine Commission on Women and the Philippine Commission on Audit.

59. The GAP has been informed by consultations with various stakeholders and has been discussed and agreed upon with the DOTr during due diligence. Gender mainstreaming in this project shall be carried out in line with the guidance provided for in DOTr Department Order No. 2012-05: Mainstreaming GAD in the Transportation Sector (Policies, Plans, Programs/Activities/Projects). The DOTr GAD Guidelines shall be applied together with the Harmonized Gender and Development Guidelines (HGDG) for project development, implementation, management, monitoring and evaluation as required under the Joint Memorandum Circular 2012-01 of the Philippine Commission on Women, National Economic Development Authority, and the Department of Budget, pursuant to The Magna Carta of Women Act (RA 9710).

60. DOTr and more particularly the PMO will be overall responsible for GAP implementation, monitoring and reporting. The PMO will be assisted by a gender consultant who will be hired for at least 24 person-months (intermittent) and will be part of the project management team. The PMO shall ensure that collection of sex-disaggregated data and gender information relevant to the GAP are integrated in the over-all project performance and monitoring system, and that an orientation and capacity-building on GAP implementation, monitoring and reporting shall be provided to all relevant staff from the PMO, contractors, and key implementing partners. PMO will also ensure that all its key staff shall relevant trainings to prevent and respond to issues of sexual exploitation, abuse and harassment during project implementation. DOTr will monitor regularly and report on the progress of GAP implementation as part of the project progress reports to be submitted to ADB. The GAP progress monitoring template included in Appendix C will be used for this purpose. DOTr will ensure that adequate financial resources are allocated for GAP implementation. It shall endeavor to accomplish all GAP targets and actions to achieve a successful rating from a gender perspective at project completion.²⁵

²⁵ ADB considers gender mainstreamed project to have delivered its intended gender equality results successfully if at the minimum at least 80% each of the gender targets and activities are achieved and completed, respectively, and the reporting includes sex-disaggregated data.

Table 15: Gender Action Plan

Objectives	GAP Actions	GAP Targets	Responsible
Output: Pedestrian walkways built			
1. Ensure safety and accessibility of walkways for women, children, men, persons with disabilities, elderly and sexual minorities.	<p>1.1. Integrate gender-responsive and inclusive physical design features in the walkways to ensure safety, accessibility and convenience for women, men, and disadvantaged groups such as PWDs, elderly, children, and LGBT+ individuals.</p> <p>1.1.1 Accessibility features include: grab rails, barricades, ramps along walkways, glass elevators near stairwells with low-level Braille elevator buttons accessible to persons in wheelchairs, TGSi directional TGSi, and visible signages for low vision (e.g. braille), for deaf and PWDs.</p> <p>1.1.2 Safety features include: adequate lighting, mirrors, pedestrian and guidance signs, non-skid floorings and passive surveillance.</p> <p>1.1.3 Health features include: elderly-, child-, and PWD-friendly rest areas; trees and other greenery to increase oxygen and lower ambient temperature.</p> <p>1.2 Installation of clear and strategically located signages leading to restrooms, child-changing and breastfeeding facilities, and emergency exits accessible to PWDs, pregnant women, children and the elderly, along walkways</p> <p>1.3 Develop an emergency evacuation and response plan that responds to the different needs of user groups including PWDs, pregnant women, adults with small children and elderly.</p>	<p>1.1 70% reduction in pedestrian reported safety or mobility deficits in project areas. (2019 Baseline: 2.35 and 2.41 deficits per person for female and male, respectively) The survey to be conducted about 1 month after full operation with women's participation rate being at least 50%.</p> <p>1.2 At least one walkability/ accessibility audit for PWDs, elderly, children and LGBT+ individuals conducted per station, at least one month from full operation.</p>	DOTr/PMO
2. Promote economic empowerment & decent conditions of work for women and persons with disabilities.	<p>2.1. Compliance with core labor standards and GAD-related workplace legal mandates, including prevention and response to sexual harassment in the workplace and parental leave.</p> <p>2.2. Provision of separate living quarters and sanitation facilities for male, female, including PWD workers, compliant with Accessibility Law. These quarters and sanitation facilities must be well-maintained with continuous supply of water and equipped with vending machines with tissues and sanitary pads for women.</p> <p>2.3. Collection of sex-, age-, and disability-disaggregated database of contractors' applicants and hired skilled and unskilled workers, and submission of data as part of the regular reporting to DOTr.</p>	2.1 Strongly encourage to achieve at least 20% of women and 1% of PWDs in skilled and unskilled positions in all stages of civil works.	DOTr/PMO

Objectives	GAP Actions	GAP Targets	Responsible
	2.4. Implement pro-active measures for employment of women and PWDs, e.g. (1) provisions on bid documents and contractors' contract for women and PWD employment; (2) public IEC on employment opportunities for women and PWDs; and (3) requiring contractors to put in place measures to make the workplace gender-responsive (e.g., GAP 2.1., 2.2. and 2.3).		
3. Prevent gender-based violence occurring in the context of civil works	3.1. Develop and implement a GBV-SEAH prevention, mitigation and response program and mechanism in the context of civil works; 3.2. Capacity building of GRM members on this mechanism. 3.3. Inter-agency GBV-SEAH referral system established within the project grievance redress mechanism 3.4. Develop and implement a public awareness-raising campaign, including gender-fair IEC materials, on pedestrian safety and security, including recourse for GBV-SEAH incidents and purpose and use of walkways.	3.1. Capacity-building delivered by contractors on GBV-SEAH prevention to at least 90% of all personnel involved in civil works (management, supervisors, professionals, and laborers). 3.2. Deliver at least one GBV-SEAH community awareness-raising activity in each project <i>barangays</i> .	DOTr/PMO
4. Monitor continuing safety and security of pedestrians	4.1. Contracts for operation and maintenance include (i) annual monitoring of and reporting to DOTr on pedestrian satisfaction, and (ii) ensuring 24-hour safety and security of the pedestrians using the walkways. 4.2. Annual surveys measuring pedestrian satisfaction on safety and security to improve O&M of the walkways include women and marginalized groups (PWD, elderly, children, and LGBT+ individuals) as respondents.	4.1. At least one tool developed with key performance indicator to measure pedestrian satisfaction on safety and security for use during O&M.	DOTr/PMO
5. Mainstream gender and development in operation and maintenance	5.1. All contracts for O&M include provisions for (i) hiring women, PWDs and elderly; (ii) adherence to core labor standard and benefits; (iii) gender sensitivity, anti-sexual harassment and GBV-SEAH program, including training of personnel to respond to GBV-SEAH; (iv) use of gender-fair language and images in all kinds of communications, including in ads and signages around the walkways; and (e) keeping sex-disaggregated data	5.1 DOTr to initiate dialogues with the 3 concerned LGUs and partner agencies (MMDA, PNP, DSWD, etc.) to define roles in O&M.	DOTr/PMO
Project Management & Implementation			
6. Implementation, monitoring and reporting of the GAP is mainstreamed	6.1 Collection of sex-disaggregated data and gender-related information is integrated in the overall project performance and monitoring system. 6.2. GAP implementation is integrated in the Annual GAD Plans and Budgets and Annual GAD Reports of DOTr.	6.1 A PMO- Gender Specialist is engaged for at least 24 person-months on an intermittent basis from project inception to completion to	DOTr/PMO

Objectives	GAP Actions	GAP Targets	Responsible
in the overall project and agency processes.	<p>6.3 Orientation and capacity building on GAP implementation, monitoring and reporting requirements for all relevant staff from the PMO, contractors, and key implementing partners conducted.</p> <p>6.4 Orientation on gender equality and empowerment, including sharing of unpaid work, SEAH and GBV shall be included in the capacity-building modules for all relevant PMO staff and contractors.</p> <p>6.5 The GAD TWG for Road Sector should co-facilitate with the PMO Gender Specialist the conduct of all gender-related awareness raising activities and trainings and shall be an integral part of the project planning, monitoring and evaluation team.</p>	<p>support GAP implementation, monitoring and reporting.</p> <p>6.2 Orientation on GAP implementation and Orientation on gender equality and empowerment will be delivered to 80% of the PMO staff.</p>	

DOTr = Department of Transportation, DSWD = Department of Social Work and Development, GAD = Gender and Development, GAD-TWG = GAD Technical Working Group, GBV: gender-based violence; LGU = local government unit; MMDA = Metro Manila Development Authority, PMO = Project Management Office; SEAH = Sexual exploitation, abuse and harassment, TGSI = tactile ground surface indicators

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

A. Project Design and Monitoring Framework

Impact the Project is Aligned with			
Inclusive mobility and accessibility achieved through the prioritization of people-mobility over vehicle-mobility (National Transport Policy and its Implementing Rules and Regulations) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
Outcomes Number of pedestrians increased and pedestrian experience improved	By 2024: a. Pedestrian traffic increased by 5% at key walkway intersections, disaggregated by sex, age, PWD (2019 baseline: Balintawak 35,000; Cubao 148,900; Guadalupe 40,000; and Taft 130,000) (OP 4.1) b. Safety and mobility deficits reported in pedestrian survey at project completion reduced by 70%. (baseline: 2.35 deficits reported per person in pedestrian survey during feasibility study). (OP 4.1.2) c. Safety and mobility deficits reported by female in pedestrian survey at project completion reduced by 70%. (baseline: 2.41 deficits reported per person in pedestrian survey during feasibility study). (OP 2.4.1)	a. Project completion report of DOTr b.–c. Feasibility study report and project completion report of DOTr, survey results	
Output Pedestrian walkways built	By 2023: a. A 5-km of elevated walkways constructed or improved around EDSA (2020 baseline: Not applicable) b. Responsive physical design features integrated along 5 km of walkways in all four locations for enhanced safety, accessibility, and convenience based on consultations with the elderly, women, PWDs, and LGBT+ individuals (2020 baseline: Not applicable)	a.–b. Project completion report of DOTr; pedestrian interview survey deployed during feasibility and again at completion	Delay in relocating utilities and lack of as-built information of the existing facilities

Key Activities with Milestones Pedestrian walkways built <ol style="list-style-type: none"> 1. Finalize the inclusive schematic designs, reflecting outcomes from public consultations with women, senior citizens, PWDs, and LGBT+ groups by Q3 2023.^b 2. Complete land acquisition by Q4 2023 (Negotiation) and Q4 2023 (Expropriation). 3. Award civil works contracts by Q4 2023. 4. Develop and implement campaigns to raise public awareness on pedestrian road safety and use of walkways in Q2 2023. 5. Complete construction of 5 km of elevated walkways by Q4 2023.
Project Management Activities Establish a project management office. Recruit construction supervision and project management consultants.
Inputs ADB: \$123 million (loan) ASEAN Infrastructure Fund (fully administered by ADB): \$15 million (loan) Government of the Philippines: \$41.3 million
Assumptions for Partner Financing Not applicable

ADB = Asian Development Bank; ASEAN = Association of Southeast Asian Nations; DOTr = Department of Transportation; EDSA = Epifanio de los Santos Avenue; km = kilometer; LGBT+ = lesbian, gay, bisexual, transgender, and related; MRT-3 = Metro Rail Transit 3; PWD = persons with disabilities; OP = operational priority; Q = quarter.

^a Government of the Philippines, National Economic and Development Authority. 2018. *National Transport Policy and its Implementing Rules and Regulations*. Manila (Philippine Development Plan, 2017–2022).

^b Final features will be determined during the detailed engineering design, but will include proper lighting, elevators, visibility on the walkways, and ramps for wheelchairs, etc.

Contribution to ADB Corporate Results Framework 2019–2024

OP 4.1 People benefiting from improved services in urban areas. Expected: 371,595 existing and additional pedestrian traffic expected to benefit from increased mobility and accessibility.

OP 2.4.1 Time-saving or gender-responsive infrastructure assets and/or services established or improved. Expected: 1 asset

OP 4.1.2 Urban infrastructure assets established or improved. Expected: 1 asset

In addition to the OP indicators tagged in the DMF, this operation will contribute results for:

OP 1.2 Jobs generated. Expected: 2.8 million person-days

OP 3.1 Total annual greenhouse gas emissions reduction (tCO₂e/year). Expected: 886

OP 3.2.5 New and existing infrastructure assets made climate and disaster resilient. Expected: 1 asset

Source: Asian Development Bank.

B. Monitoring

61. **Project performance monitoring.** Achievement of the project performance targets will be assessed following the DMF. DOTr will establish a project performance management system for the project. Indicators to be monitored include (i) the volume of pedestrian traffic before and after the implementation of the project, and (ii) project implementation period. Progress will be monitored and reported by DOTr as required. These reports will provide information necessary to update ADB's project performance reporting system.

62. **Compliance monitoring.** Regular monitoring of project implementation to ensure policy compliance will be conducted by ADB. As necessary, special loan administration missions and a midterm review mission will be fielded to ensure policy compliance. DOTr will monitor project implementation in accordance with the schedule and time-bound milestones and keep ADB informed of any significant deviations that may result in not achieving the milestones.

63. **Safeguards monitoring (resettlement).** The Project is deemed category B for involuntary resettlement. The DOTr PMO will serve as the project's internal monitoring body on resettlement. Quarterly monitoring reports will be prepared by the PMO and submitted to DOTr management starting from the commencement of social safeguards documents/plans, which coincide with the conduct of detailed design and the other resettlement related activities. The DOTr management in turn will submit the quarterly monitoring reports to ADB for review and uploading onto the ADB website.

64. Internal monitoring objectives are:

- (i) Compensation and/or other entitlements are provided as per approved resettlement plans, with no discrimination per gender, vulnerability, or any other factors;
- (ii) Livelihood restoration measures or programs are designed and implemented including modifications in the programs and provision of additional cash and in-kind assistance to the participating affected households as and when necessary;
- (iii) Public information, public consultation and grievance redress procedures are followed as described in the agreed resettlement plan;
- (iv) Capacity of affected persons and indigenous peoples to restore or re-establish livelihoods and living standards in the new relocation sites. Special attention given to severely affected and vulnerable households. Focus will also be given to assess and if the objective of improving socio-economic condition of vulnerable households is achieved;
- (v) Affected public facilities and infrastructure are restored promptly; and
- (vi) The transition between resettlement and commencement of civil works is smooth and that sites are not handed over for civil works until affected households are satisfactorily compensated, assisted and relocated.

65. The tasks of the PMO are to:

- (i) Regularly supervise and monitor the implementation of the resettlement plans. The findings will be documented in the semiannual report to be submitted to the DOTr management, which in turn will submit the report to the Bank;
- (ii) Verify if the re-inventory baseline information of all affected persons has been carried out and the valuation of assets lost or damaged, the provision of compensation and other entitlements, and relocation, if any, has been carried out in accordance with the resettlement plans;
- (iii) Verify that funds for implementing the resettlement plans are provided by the DOTr

- (iv) management in a timely manner and in amounts sufficient for the purpose; and
- (iv) Record all grievances and their resolution and ensure that complaints are dealt with promptly.

66. For internal monitoring, DOTr will generate the data for a full and consolidated quarterly monitoring report (QMR) to be submitted to ADB. Quarterly and monitoring reports are subject to review by ADB and posted on the ADB and project websites for disclosure purposes.

67. DOTr shall disclose results of monitoring pertinent to the sites specifically to the affected communities/persons in summary form: status of the resettlement plans, information on benefits sharing, and corrective action plans, if necessary. Community disclosures will be in the language commonly understood by the affected households and posted at a location commonly agreed with the affected households and local government leaders. Other reporting requirements are shown in Table 16.

68. **Safeguard Monitoring (Environment).** The DOTr through the construction supervision consultant (CSC) will monitor the implementation of the EMP as indicated in the approved IEE and ensure the inclusion of mitigation actions required during the design phase. The CSC will evaluate the contractors' environmental performance monthly in terms of mitigation measures implementation and undertake a review of the contractors' monitoring results. In coordination with the DOTr, the CSC will conduct environmental effects monitoring following the schedule indicated in the approved IEE. CSC will also monitor and report on the environmental impacts during construction and recommend corrective measures to address unanticipated environmental impacts and inadequate mitigation. Semi-annual environmental monitoring reports will be prepared and submitted to DOTr and ADB. The SEMRs will be disclosed in ADB's web site. Within three months after project completion, the CSC will prepare and submit a final SEMR summarizing EMP implementation during the duration of the civil works.

69. **Gender and social dimensions monitoring.** Regular monitoring of gender related indicators / targets included in the DMF and the GAP will be done during project implementation. The project performance management system (PPMS) will ensure that data disaggregated by sex is collected, analyzed, and reported on wherever relevant and will allow to monitor women's and marginalized sectors' (i.e., PWDs, children, sexual minorities) participation in consultations, capacity-building activities, and employment in civil works, supported by the project. GAP progress reports will be submitted to ADB at least on a semi-annual basis using the GAP monitoring template in Appendix C. Participatory monitoring of project impact will be implemented at the mid-term of the project, and this will include focus group discussion and interviews with women and marginalized sectors who are direct beneficiaries of activities supported by the project, as well as women and marginalized sectors in households directly affected by resettlement to obtain both quantitative and qualitative data.

C. Evaluation

70. A project inception mission will be fielded soon after the legal documents are declared effective; thereafter, regular reviews will follow at least annually. As necessary, special loan administration missions and a midterm review mission will be fielded, under which any changes in scope or implementation arrangement may be required to ensure achievement of project objectives. DOTr will monitor project implementation in accordance with the schedule and time-bound milestones and keep ADB informed of any significant deviations that may result in the milestones not being met. Within 6 months of physical completion of the project, DOTr will submit a project completion report to ADB.

D. Reporting

71. DOTr will provide ADB with (i) quarterly progress reports, in a format consistent with ADB's project performance reporting system; (ii) quarterly resettlement monitoring report, (iii) semi-annual environmental safeguard monitoring reports (iv) 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; (v) project audited financial statement, which is the executing agency audited financial statement together with the associated auditor's report within 6 months after the end of fiscal year; (vi) a resettlement completion report for each subproject within 30 days after all resettlement and income restoration activities are completed; and (vii) a project completion report within 6 months of physical completion of the project.

Table 16: Project Reporting Requirements

Reporting Requirements	Periodicity	Submission	Start Date	End Date
Project Progress Report	Quarterly	Within 15 days after the quarter	After the loan effectiveness	Completion of all the works.
Resettlement and Social Monitoring Report	Quarterly	Within 15 days after end of the covered period	Starts with the conduct of detailed engineering design and the other resettlement related activities.	Completion of all resettlement activities; before Project Completion Report.
Environmental Monitoring Report	Semiannual	Within 15 days after end of the covered period	Start of construction activities	End of construction activities
Gender Action Plan Progress Report	Semiannual	Within 15 days after end of the covered period	After the loan effectiveness	Completion of all the works and at Project Completion Report
Annual Report	Annual	Within 30 days after the end of the year	After the loan effectiveness	Completion of all the works.
Project Audited Financial Statements	Annual	Within 6 months after the end of the fiscal year	Year of the loan effectiveness	End of financial activities
Resettlement Completion Reports	Once, for each subproject	Within 3 months after all resettlement and income restoration activities are completed for each subproject.		
Project Completion Report	Once	Within 6 months after physical completion of the project.		

E. Stakeholder Communication Strategy

72. **Objective.** The overarching objectives of the Stakeholder Communication on Strategy including ensuring regular and proactive information sharing with affected communities and fostering stakeholder's support for the project. Pursuant to the requirement of ADB's *Access to Information Policy (2018)*, this will be done by:

- (i) Identifying a primary focal point for regular communication with affected people and other stakeholders, as well as broader communication responsibilities (i.e. media relation);
- (ii) Ensuring that relevant project information is delivered to stakeholders in a culturally appropriate, gender-sensitive, and timely manner to raise awareness of the project's scope, benefit and impacts, and to foster acceptance and understanding of the project;
- (iii) Ensuring that accurate and timely feedback from stakeholders is obtained;

- (iv) Enabling an efficient and regular two-way flow of information between project implementers and stakeholders, with information sharing and consultative mechanisms established;
- (v) Involving and working with local leaders to help foster understanding and acceptance of the project;
- (vi) Ensuring the timely full disclosure of all required documents; and
- (vii) Monitoring the implementation of the Stakeholder Communication Strategy throughout the project, ensuring corrective actions are taken where needed.

73. **Key Stakeholders.** The key stakeholders of the project include:

- (i) Project affected persons;
- (ii) Project beneficiaries;
- (iii) Private companies along with the project;
- (iv) Community organization.
- (v) Local nongovernment organizations; and
- (vi) Government officials; *Barangay*, City, Regional

74. Face-to-face, community-level discussions and meetings will be regularly conducted with project affected persons and other stakeholders along the road to ensure they are aware of project developments and have meaningful opportunities to share their perspectives and concerns. Multiple communication channels will be utilized to ensure project affected persons and other stakeholders receive adequate notice of discussions and meetings. Channels will include information sharing through local authorities, as well as a project Facebook and website.

75. For all communication, consultation and outreach activities, gender sensitive and culturally appropriate information, education and communication (IEC) materials will be developed (i.e., leaflets) to ensure all stakeholders, including the poor, vulnerable and low-literacy groups, clearly understand key project components, benefits and impacts. The Project Information Booklet (PIB) will indicate how stakeholders can get in touch with project implementers. Information in the PIB will also be shared through other culturally appropriate communication channels, including face-to-face meetings. A project FAQ will be developed and disseminated.

76. An agreed-upon system will be put in place by the project's communication focal point to ensure stakeholder feedback is shared with relevant project staff and considered as the project is implemented. This will include the establishment of project phone hotline numbers to receive inquiries and concerns, as well as regularly (at least monthly) two-way communications between designated communication focal points and communities in the project area. Inquiries and concerns will be logged. Key stakeholders will subsequently be informed how their feedback was shared, and what actions were taken based on the feedback.

77. Information, education and outreach on key project components, including consultation and Grievance Redress Mechanism requirements, will also be conducted with community leaders and local officials to ensure they understand the project, its importance, and their responsibilities.

78. The communication focal point will be responsible for implementing and monitoring all communication activities, including information dissemination and disclosure, and ensuring regular contact with affected people and other interested stakeholders.

79. A Stakeholder Communications Strategy Matrix setting forth required communication activities, resource requirements, and responsible parties for implementation and monitoring is set forth in the matrix in Table 17.

Table 17: Stakeholder Communication Strategy Matrix

Project communication objectives: To create a well-informed and supportive stakeholder community for the project, by:								
<ul style="list-style-type: none"> Delivering relevant information to stakeholders in an appropriate and timely manner. Obtaining accurate and timely feedback from stakeholders. Ensuring a regular two-way flow of information between the project team and stakeholders, and establishing consultative information sharing mechanisms. Share information with the public to foster support for / interest in the project. 								
Stake-holders	Desired outcome	Risks	Information	Activities	Communications	Timing	Responsibility	Resources
Project affected persons	Understanding and acceptance of the project and project impacts. Meaningful consultation especially with women and disadvantaged groups on impacts and mitigation measures. Understanding of entitlements and grievance redress mechanism.	Accuracy, completeness and timeliness of information. Literacy barriers. Concerns addressed in timely and gender-sensitive manner	Project objective, project plans (IEE/EMP, RP), land acquisition impacts, entitlements, compensation rates, safeguard and resettlement policies, and grievance redress mechanism, including recourse for GBV-SEAH committed by project personnel, as well as resettlement and income restoration strategies. Activities during project preparation and implementation.	Provide easily understandable, gender-sensitive, culturally appropriate and accessible information. Community consultations: engage stakeholders in soliciting meaningful feedback. FGDs and KIIs. Meetings with affected households -- surveys, procedures, impact minimization, updated resettlement framework, GRM. Establishment of a project information office overseen	Meetings with project affected persons. Distribution of Public Information Booklet (PIB) and project FAQ. Sustained and regular engagement with communities. Project webpage and Facebook. Possible project phone hotline.	Throughout project	Project Communication Focal Point. Construction Supervision Consultant (CSC)	Sufficient funds to produce and disseminate information materials. Sufficient funds for regular community engagement. Sufficient funds for establishment and upkeep of project webpage, and Facebook, hotline. Sufficient dedicated human resources to ensure all functions can be fully carried out. Capacity building by project implementation consultants.

			Broader project benefits.	by the project Communication Focal Point.				
Road users affected by the construction. MMDA	Understanding and acceptance of the project and project rationale. Timely provision of the information on impact on the exiting road and walkways.	Accuracy and timeliness of information.	Project objective, information on the impact on the exiting road and walkways, availability of recourse for GBV-SEAH committed by project personnel.	Meeting with <i>Barangay</i> . Provision of information. Information sharing through project web and social media, as well as related government agency web sites. GRM.	Gender-sensitive signage on the road. Meeting with <i>Barangay</i>	Throughout project	Project Communication Focal Point. CSC, Contractors	See above. Sufficient funding for activities implementation, and sufficient human resources
Project beneficiaries	Understanding of project rational, and project implementation program. Vision of future benefits, especially for women, children, elderly, LGBT+ individuals and other disadvantaged groups. Understanding project commitment to transparency	Lack of understanding of project activities, implications and results. Lack of regular updates, information flow	Regular messages and information sharing activities on project developments via multiple channels.	Public information updates Establishment of a project information office. Engage stakeholders, including women and disadvantaged groups in soliciting meaningful feedback. Promotion of project benefits in media, social media	PIBs, consultations Webpage, Facebook, Local Media outreach	Throughout project	Project Communication Focal Point. Project management consultant	See above. Sufficient funding for activities implementation, and sufficient human resources Capacity building by project implementation consultants.

Government Officials	Understand and support project, and their respective responsibilities. Link project benefits with other development opportunities, including with local GAD agenda.	Alignment of project with local plans. Changes in leadership— lack of familiarity with project requirements. Commitment to communications, engagement	Meetings and workshops Project plans, projected impacts, benefits. Protocol for meaningful consultation, especially with women, children, elderly, LGBT+ individuals, and other disadvantaged groups and grievance redress including in response to GBV-SEAH incidents during construction and during O&M.	Meetings and workshops with key officials. Briefings on resettlement policies, etc. Regular information sharing (e-newsletter) Meetings with EA on updated IEE and EMP, and their disclosure	PIB Engaging officials to ensure support for project objectives and requirements. Project performance reports.	Throughout project	Project Communication Focal Point. Project management consultant	See above. Sufficient funding for activities implementation, and sufficient human resources
Local leaders	Understand and support project. Link project benefits with other development opportunities, including GAD agenda. Involvement in consultation process ensuring meaningful participation of women local	Accuracy, completeness, timeliness of information	Project plans, projected impacts, benefits	Meetings local leaders. Regular information sharing Provide easily-understood information Establishment of a project information office.	Project's designated communication focal point will provide local leaders with regular project updates, which they in turn can share with local communities. Updates will be concurrently shared via the	Throughout project	Project Communication Focal Point. Project management consultant	See above. Sufficient funding for activities implementation, and sufficient human resources

X. ACCOUNTABILITY MECHANISM

80. 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.²⁶

XI. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL

81. 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. The changes made to PAM are presented in the Table below.

No.	Ref.	Changes Made	Date of Approval/Disclosure
1	Table 3, Section III	Add PS DBM as procuring entity for DOTr	24 September 2021
2	Section VI-B, para. 26	Revised para. 36 to mention that procurement activities have been delegated to PS-DBM.	24 September 2021
3	Section III, B.	Change ADB mission leader from Mr. Shuji Kimura to Yidan Luo	November 2022
4	Section V – A, Table 14	Replace the previous table – which is actually the Risk Assessment and Risk Management Plan with the Financial Management Action Plan as described in para. 19.	November 2022
5	Appendix 1 Procurement Plan	Updated the advertisement dates of civil works contract packages from Q4 2020 to Q3 2022 and	November 2022

²⁶ Accountability Mechanism. <http://www.adb.org/Accountability-Mechanism/default.asp>.

		of the consulting services contract package from Q4 2020 to Q4 2021.	
6	Para. 83	Deleted para. 83 and presented the changes to the PAM in the Table format.	November 2022
7	Table 3, Section III	Revised PS-DBM responsibilities to cover only from CSRN up to Submission 1 of Construction Supervision Consultant recruitment and to remove PS-DBM responsibilities for the procurement of civil works.	November 2022
8	Part VI B para. 36	Revised the paragraph to reflect recent procurement arrangement i.e. removal of PS-DBM as procuring agent for civil works contracts and for Submission 2 onwards for the Construction Supervision Consultant recruitment.	November 2022
9	Appendix 1 Procurement Plan	Updated cost estimates for CS-1 contract package and advertisement dates for CP-01 and CP-02 contract packages.	November 2022

Procurement Plan

Basic Data		
Project Name: Epifanio de los Santos Avenue Greenways Project		
Project Number: 51117-003	Approval Number: 4043/8391	
Country: Republic of the Philippines	Executing Agency: Department of Transportation	
Project Procurement Classification: High	Implementing Agency: Department of Transportation	
Procurement Risk: High		
Project Financing Amount: US\$ 179,300,000 ADB Financing: US\$ 123,000,000 Cofinancing (ADB Administered): US\$ 15,000,000 Non-ADB Financing: US\$ 41,300,000	Project Closing Date: 31 December 2023	
Date of First Procurement Plan: 11 December 2020	Date of this Procurement Plan: 24 November 2022	
Procurement Plan Duration: 12 months	Advance contracting: No	eGP: Yes

Remarks: to be confirmed

A. Methods, Review and Procurement Plan

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

Procurement of Goods and Works		
Method	Applicability	Comments
Open Competitive Bidding (OCB)	Works	

Consulting Services	
Method	Comments
Quality-Cost Based Selection (QCBS)	

B. List of Active Procurement Packages (Contracts)

The following table lists goods, works and consulting services contracts for which the procurement activity is either ongoing or expected to commence within the procurement plan duration.

Goods and Works							
Package Number	General Description	Estimated Value (\$ million)	Procurement Method	Review	Bidding Procedure	Advertisement Date	Comments
CW-1	Elevated Walkway Balintawak Cubao	71,010,000 .00	OCB	Prior	1S2E	Q1 2023	Non-Consulting Services: Yes Advertising: International No. Of Contracts: 1 Prequalification of Bidders: No Domestic Preference Applicable: No Advance Contracting: No Bidding Document: Large Works High Risk Contract: No e-GP: Yes e-GP Type: e-Publication Covid-19 Response? No

							Comments: Design and Build Contract
CW-2	Elevated Walkway Guadalupe Taft	50,290,000 .00	OCB	Prior	1S2E	Q1 2023	Non-Consulting Services: Yes Advertising: International No. Of Contracts: 1 Prequalification of Bidders: No Domestic Preference Applicable: No Advance Contracting: No Bidding Document: Large Works High Risk Contract: No e-GP: Yes e-GP Type: e-Publication Covid-19 Response? No Comments: Design and Build Contract
Consulting Services							

Package Number	General Description	Estimated Value	Selection Method	Review	Type of Proposal	Comments
None						

D. List of Awarded and Completed Contracts

The following table lists the awarded contracts and completed contracts for goods, works and consulting services.

Goods and Works					
Package Number	General Description	Contract Value	Date of ADB Approval of Contract Award	Date of Completion	Comments
None					

Consulting Services					
Package Number	General Description	Contract Value	Date of ADB Approval of Contract Award	Date of Completion	Comments
None					

E. Non-ADB Financing

The following table lists goods, works and consulting services contracts over the life of the project, financed by Non-ADB sources.

Goods and Works				
General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Procurement Method	Comments
Consulting Services				
General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Selection Method	Comments

a. Open Competitive Bidding – National Advertisement

1. General

OCB under national advertisement shall be undertaken in accordance with the Procurement Regulations for ADB Borrowers (2017, as amended from time to time). The Harmonized Philippine Bidding documents, approved by ADB, can be used for OCB under national advertisement. To ensure compliance with the Procurement Regulations for ADB Borrowers (2017, as amended from time to time), the clarifications and modifications described in the following paragraphs must be adhered to.

2. Eligibility

- (i) Eligibility screening shall not be applied. However, bids that do not contain any of the following documents will not pass the documentary compliance check: (a) evidence of the required financial, technical or production capability; (b) audited financial statements; (c) credit line, or cash deposit certificate; (d) bid security; and (e) authority of the bid signatory; and
- (ii) National sanction lists may be applied only with prior approval of ADB

3. Advertising

Advertising of invitations to prequalify or to bid, as the case may be, can be carried out solely in the national press or official gazette or a free and publicly accessible website.

4. Price of Bidding Document

The price of bidding documents should be nominal, covering only reproduction and mailing/courier costs.

5. Price Ceiling

The approved budget for the contract (ABC) may be published, but it shall not be stated or implied that bid prices may not exceed the ABC, or that bid evaluation will in any way take into account the ABC. The ABC, budgetary allocation, ceiling price, or similar estimates of contract value may not be used to reject bids without prior concurrence of ADB.

6. Preferences

- (i) No preference of any kind shall be given to domestic bidders or for domestically manufactured goods;
- (ii) Suppliers and contractors shall not be required to purchase local goods or supplies or materials;
- (iii) Foreign suppliers and contractors from ADB member countries shall be allowed to participate, if interested, without first being required to associate with, or enter into joint venture with, local firms; and
- (iv) Foreign suppliers and contractors from ADB member countries shall be allowed to bid, without registration, licensing, and other government authorizations, leaving compliance with these requirements for after award and before signing of contract.

7. Experience Qualification

For works contract, the experience qualification requirement shall be: (i) at least one previous contract at 80% of the estimated cost of the contract being procured; and (ii) an annual turnover from all works averaged over the last 3 years equal to 100% of the estimated cost of the contract being procured.

8. Anticorruption Provisions in Bidding Documents

Anticorruption provisions in the Instructions to Bidders section of ADB standard bidding documents (SBDs) shall be incorporated into NCB bidding documents including those under “Corrupt Practices” and “Eligible Bidders” clauses of the SBDs.

9. Bidding Period

Bidders shall be given a minimum period to prepare and submit bids of 4 weeks, counted from the date of invitation to bid or the date of availability of bidding documents, whichever is later.

10. Single Bid Submission

When a lone bidder obtains a bidding document and submits a bid at the deadline for bid submission under a post-qualification bidding, bid opening and evaluation shall not proceed but it shall be considered a failure of bidding. Before taking any alternative procurement action, a proper assessment of the cause of lack of participation shall be made and ADB prior approval shall be sought for any proposed subsequent action.

11. Shopping Method

If included as a procurement method in the Procurement Plan, “Shopping” shall be undertaken in accordance with the Procurement Regulations for ADB Borrowers (2017, as amended from time to time).

12. Contract Amendment

In case of contracts for prior review, modifications exceeding 15% of contract amount and material changes in the conditions during implementation require prior ADB concurrence.

13. Member Country Restrictions

Universal procurement will apply for both civil works and consulting services.

Outline Terms of Reference for Construction Supervision for Greenway Construction

1. It is envisaged that the consulting services for construction supervision of each project section will be provided by an international consulting firm. These construction supervision teams will be headed by a Team Leader of the international consultant. It is tentatively estimated that for carrying out the services the international consulting firm will field about 75 person-month of international key staff plus about 858 person-months of national consulting input. All the above said staff shall be well experienced in the specific fields of competence for which they are proposed.

2. The Consultant's main task shall be to provide construction supervision and other technical services during civil works construction included in the project.

- (i) To review the design of the design and build contractors;
- (ii) To function as 'the Engineer' in administering all civil works and ensuring completion of construction of the components in accordance with the contract provisions;
- (iii) To assist DOTr in ensuring compliance with the government's and ADB Environmental Guidelines, and environmental mitigation plans for all civil works contracts under the project;
- (v) To assist DOTr and its designated representatives in the implementation of resettlement plans for all contracts under the project and in the compliance thereof;
- (vi) To assist DOTr in operating grievance redress mechanism;
- (iv) To assist DOTr in the implementation of an HIV/AIDS Awareness and Prevention Program and a Human Trafficking Prevention Program for the project;
- (v) To assist DOTr in the implementation of the gender action plan;
- (vi) To assist DOTr in the implementation of the Communication Strategy;
- (vii) To assist DOTr in financial management;
- (viii) To assist DOTr in the Benefit Monitoring Evaluation of the project. The consultant will develop systems and programs that will enable performance with regard to project implementation. The systems and programs will be monitored and the impacts of the project relative to those expected to be assessed.

3. The services as described herein will, in general, be carried out in three phases; pre-construction phase will entail the review, if necessary, of the plans and bid documents as assistance to the DOTr. The construction phase will include supervising, inspecting, measuring and testing of all works and materials to ensure proper construction in conformity with the approved plans and specifications. The post-construction phase will include the submission of the "As-built Plans", prepared by the contractor, for the inspection for the Acceptance Certificate and the Final Report.

A. Pre-construction

4. Review all contract documents of each package such as contract plans/drawings, technical specifications, construction contract and other documents to determine any conflicts in the provisions, details, and lack of or insufficient information that any hinder the smooth execution of the works.

- (i) Review the detailed engineering design submitted by the contractors;
- (ii) Review of network of "Benchmark" and/or "Operation Stations" previously established by the "Design Consultant" and initiate necessary modification and/or improvements to allow easy execution of the projects;

- (iii) Conduct a pre-construction meeting with the Contractor and all project stakeholders, including utility owners, to clarify issues such as environmental problem, construction methodology, especially traffic management measures during construction, and initiate coordination with DOTr and local government units;
- (iv) Review the environmental plan, gender action plan, resettlement plans, and clarify to the Contractor of each contract package his responsibilities in the implementation of and compliance with said plans;
- (v) Supervise the preparation of as stake Drawings, Quantities and other documents, and recommend for approval the required modifications or changes in the design, drawings and quantities due to actual (as staked) field conditions;
- (vi) Supervise and assist when necessary, the contractors in preparing the contractor's environmental management plan (CEMP) and the conduct of baseline air quality and noise level measurements, the results of which will be included in the CEMP. The CEMP should be cleared by DOTr and ADB prior to start of construction;
- (vii) Monitor implementation of the updated resettlement plans. The Consultant will assist the DOTr to implement procedures for (a) minimizing adverse social impacts from resettlement and loss of other assets; (b) coordinating resettlement activities on all locations; (c) ensuring that at all stages of resettlement planning, management and monitoring, and gender concerns are incorporated, including gender-specific consultation and information disclosure; (d) tracking compliance with project policies; and (e) assisting in monitoring and implementing corrective actions and resolving grievances as may be required;
- (viii) Ensure site-specific disaster risks are assessed (including earthquake, liquefaction, flood and tsunami risk as relevant) and disaster risk reduction measures implemented in technical specifications, civil works, and post-construction monitoring. This should include hazard-resistant design and allowances for safe pedestrian evacuation.
- (ix) Training and Capacity Building to be conducted by Construction Supervision Consultants (CSC):
 - (a) provide orientation and skills training to concerned personnel of the PMU, the DOTr as regards to implementation of the approved updated resettlement plans;
 - (b) provide social safeguards orientation and training to DOTr office personnel involved with the project; and
 - (c) provide HIV/AIDS and human trafficking education and awareness campaigns in the construction campsites

B. Construction stage

5. The main civil works will be executed under the Conditions of Contract for Construction for Plant and Design Build for Electrical and Mechanical Plant, and Engineering Works, Designed by the Contractor First Edition 1999, prepared by the Fédération Internationale des Ingénieurs-Conseil, or FIDIC (FIDIC yellow version 1999). The scope of the consulting services to be carried out together with the local supervisory teams to include but not necessarily limited to the following:

- (i) Organize the supervision of the works with proper allocation of responsibilities to the individual inspectors and supervise their work in order to ensure that it is effectively executed;
- (ii) Review and recommend for approval the Contractor's work schedule or revision and any such plans or programs that the contractors are obligated to furnish for the engineer's approval. Prepare and submit a disbursement schedule to the DOTr;

- (iii) Inspect and evaluate all Contractors' installations, such as housing, workshops, warehouses and other accommodations to ensure compliance with the terms and conditions of contract documents;
- (iv) Ensure compliance with core labor standards, including equal pay for work of equal value and non-use of child labor;
- (v) Review the computations of quantities of approved and accepted works and materials and checks and certify the contractor's monthly payment certificate and final payment certification;
- (vi) Arrange for the execution of works related to the provisional sums (if any) in the contract and determine the value of such work;
- (vii) Maintain a representative at the project sites during all times to supervise the contractor's work and to issue instruction as required. Give the notice to the Contractor's through the DOTr of any defects and deficiencies and recommend appropriate actions;
- (viii) Prepare and maintain inspection and engineering reports and records to adequately document the progress and performance of the works;
- (ix) Inspect the safety and environmental aspects of construction works methods to ensure that all reasonable measures have been taken to protect life, environment and property;
- (x) Supervise the preparation of efficient traffic management and safety schemes by the contractors for approval of concerned government agency(ies) during the construction period. The consultant shall review the traffic management plan prepared during the detailed engineering stage. In coordination with the Contractors, the consultant shall see to it that an efficient traffic management and safety plan for the project prepared, approved by concerned agency(ies), observed and implemented accordingly during construction period;
- (xi) The Consultant shall facilitate monthly (or as needed) public meetings in conjunction with DOTr and the relevant local government units to address public concerns;
- (xii) Monitor the progress of utility relocation works, facilitate the meetings with the utility owners, and provide technical support to the utility owners, if requested.
- (xiii) Inspects quarries and borrow pits and crushing plants to ensure adherence to specifications;
- (xiv) Conduct/perform jointly with the DOTr and the Contractors the stake-out surveys for the right-of-way limits, roadway structures and appurtenance location surveys, vertical control bench marks, cross sections surveys and other geometric layout surveys, setting of grade stake; and relocation of permanent monuments in the construction;
- (xv) Supervise the operation by the contractors of the materials testing laboratory, witness the performance by the contractors of all sampling, laboratory testing of materials and products needed to ensure that the quality as required by the plants and specification is obtained and verify the accuracy of the testing results. Inspect works and check materials including testing of materials in accordance with DOTr requirements and maintain proper records of all test performed;
- (xvi) Review and approve all Contractor's working drawings. Shop drawings, erection drawings, and drawings for temporary works;
- (xvii) Assess the adequacy of all inputs such as materials and labor provided by the Contractors and his methods of work in relation to the required rate of progress. When required, take appropriate action to expedite progress. Keep and regularly update a list of the Contractor's equipment and its condition to ensure compliance with the list of equipment, which the Contractor's provided in his bid;

- (xviii) Propose and present to the DOTr for approval any change in the plans, as result of any change in site condition due to weather and natural calamities, which may be deemed necessary for the completion of works including information or any effect the changes may have on the contract amount and the time of completion of the project. As needed, prepare an order for altering plans and specifications and other details. Inform DOTr of any problem or potential problems which may arise in connection with any construction contract and make recommendations to the DOTr for possible solutions;
- (xix) Perform initial survey cross-section, periodic and final survey measurement of completed and accepted works or partial works to determine quantities and perform settlement control;
- (xx) Assure the receipts of and maintain records of all warrant required under the terms and contract documents for materials incorporation in the Project. All materials incorporated in the project and their sources will also be approved;
- (xxi) Monitor the compliance of the project with conditions stated in the Initial Environment Examination and the EMP. Should unanticipated impacts occur during construction, make recommendation/s on environment mitigation measures to the DOTr and contractor of the project;
- (xxii) Ensure that the environment management plan (EMP) are implemented by the proponent office;
- (xxiii) Ensure that the updated resettlement plans are implemented by the proponent office and notify relevant stakeholders in case of non-compliance. In case of non-compliance, prepare a due diligence with recommended corrective actions;
- (xxiv) Ensure compliance with the gender action plan (GAP), especially actions and targets that are related to construction and facilitate the work of the gender specialist including but not limited to regular monitoring and reporting on those specific actions and targets: HIV/AIDS and STDs prevention and anti-trafficking information for workers and communities; employment related gender targets for unskilled labor; collection of disaggregated data;
- (xxv) Design and implement information dissemination activities to raise awareness on sexual harassment, STDs and HIV/AIDS and human trafficking prevention, City Ordinances on women/gender and PWDs, Gender and Disability Sensitivity, gender issues in transport and infrastructure sector targeted at all contractors, its workers, and residents of surrounding *barangays* of each project area;
- (xxvi) Undertake monthly monitoring of the contractor's environmental performance and implementation of the EMP and propose a corrective action plan to improve performance or address non-compliance. Consolidate the results of the monthly monitoring into semi-annual environmental monitoring reports for submission to ADB;
- (xxvii) Undertake monthly monitoring of the contractor's and DOTr's compliance with the implementation of the resettlement plans. Consolidate the results of the monthly monitoring into quarterly and semiannual social monitoring reports for submission to ADB;
- (xxviii) Prepare a Project Completion Environmental Monitoring Report after completion of construction, detailing the status of EMP implementation, outstanding environmental issues and time-bound corrective action plan;
- (xxix) Provide timely assistance and direction to the Contractors in all matters related to the interpretation of contract documents, ground survey controls, plans, quality control testing and other matter relating to contract compliance and progress of the project;

- (xxx) The consultant shall initiate/inquire and ensure that the As-Built Drawings shall be prepared and submitted by the contractors;
- (xxxi) Prepare punch list of defects and outstanding works and inspect and provide assistance to DOTr Staff during the assessment of the works at substantial completion as well as during the final acceptance of the completed works;
- (xxxii) Upon 100% completion, the consultant shall inspect the rectified works and inform the contractor in writing the joint inspection by DOTr for the purpose of issuing the taking over Certificate of Completion. Upon completion, the consultant shall prepare for the approval of DOTr the Taking-Over Certificate of Completion stating the date from which the Defects Liability Period of the works shall commence;
- (xxxiii) The consultant shall have copies of all contract cost changes, whether for civil works or consultancy and maintain accurate records of total project cost;
- (xxxiv) Before the issuance of the Certificate of Completion, the Consultant shall carry out the necessary preparatory inspection, specify and supervise the remedial works to be carried out on any repair of defects or outstanding works;
- (xxxv) Review Contractor's request and recommend issuance of certificates for substantially completion (Taking-over Certificate); and
- (xxxvi) Perform all other items of work not specifically mentioned above, but which are necessary and essential to supervise, control and complete the works in accordance with the plans, specifications and terms of contract.

C. Post Construction Stage

6. The Consultant will:

- (i) Conduct of final inventory of facilities, equipment and other project items for turn-over;
- (ii) Assist the PMO in finalizing the project accounts, preparation of other required documents, and provide recommendations on any outstanding claims of the Contractors;
- (iii) Make available consultant's services during the Defects Liability Period (DLP) should any problem or other concerns occur during the mandatory 1-year DLP on the completed project, the Consultants shall assist the PMO in resolving said problems/concerns. Supervise and ensure that the Contractors repair any defects in a proper and timely manner and recommend issuance of the Certificate of Acceptance;
- (v) Review the "As-Built" Plans prepared and submitted by the Contractor and ensure that the DOTr has been provided with one full size (A-1 Size) of plans on reproducible stable base materials (Mylar) and Electronic copy (Ecopy) prior to the completion of the post-construction services, showing final details of 20m cross-section interval of the project as completed and blue print copy of revised plans indicating changes made through color coding, together with all data, records, field books, etc. properly indexed and catalogued;
- (vi) Prepare and submit to the PMO 15 copies and electronic file of the Project Completion Report/Final Report after completion of each walkway, including, but not limited to, background description/scope, construction phase, disbursement, accomplishments, activities problems encountered during construction and actions taken, change orders/variations, time extension, photographs (before, during and after), GAP actions implementation and include qualitative and quantitative data, stories from beneficiaries including women, conclusion and recommendations, lessons learned and other substantive matters having an effect on the amount,

cost and progress of the work. Beneficiary related data collected and reported should be disaggregated by sex, age and minority status. The Report shall be prepared and submitted in a manner acceptable and satisfactory to DOT and ADB;

- (vii) Prepare a Project Completion Social Monitoring Report after completion of construction, detailing the status of all RP implementations, outstanding resettlement plan related issues, if any, and time-bound corrective action plan, as necessary. The Consultant shall facilitate the consolidation and compilation of all necessary documents like consultation notes, pictures, corrective actions, and grievance; and
- (viii) Prepare a Project Completion Environmental Monitoring Report after completion of construction, detailing the status of EMP implementation, outstanding environmental issues and time-bound corrective action plan, as necessary. The Consultant shall facilitate the consolidation and compilation of all necessary documents like Field Book, Weather Chart, Construction Progress Report, Summary of Laboratory Test, and Test Report.

D. Throughout the period

7. The Consultant will liaise with the Project Management Office and:

- (x) Monitoring the progress of the project, identifying the potential issues, and proposing the measures to avoid and/or mitigate identified issues;
- (xi) Reporting to the higher authority in DOT and the other agencies;
- (xii) Facilitating discussion with stakeholders;
- (xiii) Monitoring the compliance with the government's and ADB's safeguard requirements, including environments, involuntary resettlements and gender perspective, and proposing mitigation measures if non-compliance is found; and
- (xiv) Operating the grievance helpdesk; and
- (xv) Providing financial management support and ensure compliance with ADB financial management requirements.
 - i. Preparing the annual budget and maintaining the budget;
 - ii. Operating the financial accounting system of the project;
 - iii. Ensuring that expenditures submitted to ADB are eligible for financing and all necessary supporting documents, records, and accounts in support of credit withdrawals have been adequately maintained with clear linkages between the books of accounts and reports presented to ADB;
 - iv. Maintaining the advance account(s) in accordance with the provision of the relevant financing agreements. Ensuring that funds disbursed out of the account were used only for the purpose intended in the financing agreement and other supporting documents;
 - v. Manage banking transactions related to the project and preparing monthly bank reconciliation statements and reporting; and
 - vi. Preparing project financial reports and project financial statements; and
 - vii. Preparing inputs for the financial and performance audits e.g., providing the auditor with access to all available data, information, legal documents, correspondence, and any other information considered necessary by the auditor.
 - viii. Support the Contractors to prepare the claims acceptable to the government and ADB;
 - ix. Monitoring and ensuring that ADB financing is in accordance with the conditions of the relevant financing agreement, with due attention to

economy and efficiency, and only for the purposes for which the financing was provided, as detailed in the supporting documents;

- x. Monitoring and ensuring that counterpart funds are provided and used in accordance with the relevant financing agreements, with due attention to economy and efficiency, and only for the purposes for which they were provided;
- xi. Monitoring and ensuring that goods, works, and services financed shall be procured in accordance with the relevant financing agreements, including specific provisions of the ADB Procurement Policies and Procedures and relevant laws of the Borrower; and
- xii. Ensuring that funds disbursed are utilized for the purpose defined in the relevant financing agreement.
- xiii.

E. Reporting

7. The Consultant will prepare the following reports:

- (i) Inception Report - within 30 days from the start of the construction supervision services, the Consultant shall submit an inception report, including:
 - (a) detailed work plan, and expected staffing and assignment schedule of staff to contracts;
 - (b) proposed quality assurance plan;
 - (c) details of reporting formats for physical and financial progress; and
 - (d) details of reporting formats for GAP, resettlement action plan implementation, environmental management plan, and other related items.
- (ii) Monthly Progress Reports - a monthly progress report is to be submitted within 7 days after each month. The reports will include an overall summary and cover activities and reports produced during the month, highlight any recommendations for actions to be taken by the various parties and present a summary of financial progress with details of payments to contractors. This report will include information on environmental implementation issues, resettlement plan implementation and outstanding issues, and implementation of GAP;
- (iii) Quarterly Progress Report - the quarterly report is to be submitted within 10 days after the end of the quarter. The report shall include at least the following:
 - (a) The work program (bar chart and S-curve) showing actual against scheduled progress by major work items;
 - (b) Financial data, updated as appropriate, giving time, cost and financial forecast to include cost to completion;
 - (c) A schedule of certified payments, update of quantities and cost estimates for construction and supervision;
 - (d) Resettlement plan implementation progress and outstanding issues, if any;
 - (e) In addition, the reports should summarize the progress of the work performed, variations issued, payments certified, equipment and manpower utilized by the contractor together with an outline of the work to be performed during the next reporting period; identifying the causes of possible delays and indicating the remedial measures taken and recommended; and
 - (f) The report will also show the Consultant's arrivals and departures.
- (iv) Semi-annual Environmental Monitoring Report (SEMR) - SEMR will include consolidated results of monthly environmental monitoring, environmental monitoring data (baseline and routine), review of the progress of environmental

measures detailed in the EMP, details of complaints received and corresponding actions taken, as well as problems faced and corrective measures taken. SEMR includes detailed status of EMP implementation during the monitoring period;

- (v) Quarterly Social Monitoring Report - The quarterly social monitoring report will include consolidated results of monthly social monitoring pertaining to resettlement plan implementation and against indicators set out in the resettlement plans, review of the progress of social safeguard measures detailed in the resettlement plans, details of complaints received and corresponding actions taken, as well as problems faced and corrective measures taken. The report will include actions taken to implement the resettlement plans and list outstanding issues to be addressed; and
- (vi) Project Final Report (PFR) – 1 month before the completion of the consulting services, a Draft Final Report shall be submitted for each contract, highlighting the major issues and their resolution, method of construction, and financial summary of the contract. The completion of services is to include corrections or additions made in response to comments received on the draft final report

E. Duration

8. The required services shall have a duration of 36 months for construction supervision including, when necessary, the services for identification, validation and review of design plans/drawings, estimates and 2 months for post-construction.

F. Staffing

9. The Consultant shall provide not less than the personnel shown in Table A1.

Table A1: Indicative List of Experts

Position	No of expert	Person Months
Team Leader	1	34
Deputy Team Leader	1	36
Project Coordination Specialist	1	36
Project Monitoring Specialist	1	36
Site Engineer	4	112
Deputy Site Engineer	4	100
Material Engineer	4	104
Quantity Engineer	4	112
Bridge Engineer	1	12
Geotechnical Engineer	1	33
Hydrologist	1	33
Road Safety Engineer	1	33
Environmental Specialist	1	12
National Environmental Specialist	1	36
Resettlement Specialist	1	10
National resettlement Specialist	1	12
Social/Gender Specialist	1	10
National Gender Specialist	1	24
Social Development/HIV Specialist	1	4
Mechanical Engineer	1	6
National Mechanical Engineer	1	12

Position	No of expert	Person Months
Electric Engineer	1	6
Architect	1	12
Landscaping Specialist	1	8
Communication Specialist	2	56
Benefit Monitoring specialist	1	3
O&M Specialist	1	2
National O&M Specialist	1	8
Transport Economist	1	1
Grievance redress expert	1	36
Project Accounting Experts	1	36
TOTAL		897