

## TERMS OF REFERENCE FOR CONSULTANTS

### I. Summary of Consulting Services Requirements

ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions. Consulting firms will be engaged for the third party monitoring, which will be split in to three different packages: transport; energy; and agriculture, natural resources, and rural development. For Outputs 2-4, individual consultants will be recruited and all consultants will report to ADB's Afghanistan Resident Mission.

Table 1 reflects the total required services for the TA. The detailed terms of reference for the individual consultants and the third party monitoring consulting firms are in the subsequent pages.

**Table 1: Summary of Consulting Services Requirements**

Consultants	Person-months		
	International	National	Total
<b>Individual Consultants</b>			
Monitoring and Evaluation/Design Specialist		18	18
Monitoring & Evaluation Specialist	7	18	25
Procurement Specialist	7	18	25
Project Management Advisor	7	18	25
Contract Management Advisor	5	18	23
Transport Specialist	5	18	23
Infrastructure Specialist	7	18	25
Project Economist	5	18	23
FCAS Advisor	5	18	23
Resettlement Specialist	4		4
<b>Subtotal</b>	<b>52</b>	<b>162</b>	<b>214</b>
<b>Third Party Monitoring Consulting Firms for</b>			
Agriculture, Natural Resources, and Rural Development Sector		4	4
Energy Sector		4	4
Transport Sector		4	4
<b>Subtotal</b>		<b>12</b>	<b>12</b>
<b>Total</b>	<b>52</b>	<b>174</b>	<b>226</b>

### II. Individual Consultants

**A. Monitoring & Evaluation Specialist (international; 7 person-month):** The consultant will support and advise the government in enhancing the Project Performance Monitoring System (PPMS) to help improve monitoring of infrastructure projects in Afghanistan. The consultant will provide support to the M&E unit of the Ministry of Finance (MoF) in further strengthening the M&E system, reporting methodologies, periodic evaluations, and consolidation and analysis of the M&E reports. The International M&E Specialist provides technical assistance and training to program participants and stakeholders. The consultant will undertake, but not limited to, the following tasks:

- (i) Review the existing PPMS in MoF;
- (ii) Provide recommendations for the refinement and streamlining of the PPMS;
- (iii) Provide technical support for integrating other M&E systems with PPMS;

- (iv) Review and improve data collection and reporting methods used by MoF and sector line ministries;
- (v) Develop a Data Quality Assurance (DQA) plan, including data flow diagrams and recommended DQA standard operating procedures;
- (vi) Review and provide comments on the data collected and submitted by the M&E focal points from the fields;
- (vii) Ensure that all technical teams possess adequate expertise in the areas of performance measurement;
- (viii) Ensure that ADB and other development partners understand MoF's PPMS, strategic planning, and monitoring and evaluation concepts;
- (ix) Verify and document progress towards deliverables, milestones and results;
- (x) Review the Third Party Monitoring (TPM) consultancy firms' progress reports and advise on improving the quality of the reports;
- (xi) Provide necessary M&E trainings in coordination with the M&E unit of MoF.

**Education:** The consultant will have at least a master's degree or equivalent in monitoring and evaluation, economics, finance, business administration, development studies or related field.

**Work Experience:** A minimum of 12 years of relevant experience in monitoring and evaluation, project management, preferably in project cycle management, budgeting, planning, and coordination, is required.

**B. Procurement Specialist (international; 7 person-month):** The consultant will assist the executing and implementing agencies and ADB in procurement of large civil works and goods contracts. The consultant will assist in developing the procurement capacities of EAs and IAs and advise on procurement planning. In addition, he/she will assess critical contractual issues encountered during the implementation of the projects and advise ADB and the EAs/IEs on the action required to anticipate, understand, and resolve. The consultant will undertake, but not limited to, the following tasks:

- (i) Guide EAs, IAs and PIU personnel in the preparation of prequalification documents and evaluation of prequalification applications in accordance with ADB requirements and in consideration of country-specific challenges;
- (ii) Guide EAs and IAs and PIU personnel in the preparation of bidding documents for the procurement of goods, works, and plant (turnkey) contracts, including the invitation for bids, development of qualification criteria, bid forms and schedules, and technical and functional requirements—based on the procurement procedures, types, and complexity of contracts, and their time for completion;
- (iii) For all category A (environmental and involuntary resettlement) projects, ensure the bidding documents reflect appropriate safeguard requirements, in consultation with Central and West Asia Department (CWRD) safeguard specialists;
- (iv) Guide EAs, IAs and PIU personnel in tendering procedures, including demonstrating proper completion of bid documents during the pre-bidding meeting, providing clarifications to bidders during bid preparation, seeking clarifications from bidders during bid evaluation, and issuing addenda to bidding documents, if required. Participate as observer at bid openings, on occasion;
- (v) Ensure that those involved directly or indirectly in procurement—including EAs, IAs, and PIU personnel, and bid evaluation and consultant selection committees—disclose in writing any potential conflicts of interest and recuse themselves from the process, and that the disclosure and recusal is recorded in the bid evaluation report and consultant selection committee reports;
- (vi) Ensure that the EAs, IAs, and PIU have access to ADB's sanctions list;

- (vii) Review existing procurement reports and past contract awards for the country in question, for general awareness of the procurement environment and past procurement experiences;
- (viii) Identify main weaknesses of bids and proposals, and organize procurement outreach to address the identified weaknesses;
- (ix) Review and comment on draft technical and financial bid evaluation reports, including assessment of bidder's qualification and compliance with technical requirements, and financial bid evaluation reports prior to submission to ADB as a quality control check. Work with PIU personnel to strengthen areas of weakness;
- (x) Assist EAs, IAs and PIU personnel to address ADB's comments on the prequalification and bid documents, requests for proposal, and bid evaluation reports and;
- (xi) Report any factual or suspected integrity violations (fraud, collusion, coercion, corruption, or conflict of interest) immediately to the team leader.

**Education:** The consultant will have at least a master's degree or equivalent in engineering, social science, economics, business administration, development studies or related field.

**Work Experience:** A minimum of 12 years of relevant experience in project management, contract management, and in procuring goods, works and services, is required. Experience and advance knowledge of procurement procedures of international organizations/agencies, especially of ADB and the World Bank. Experience developing and conducting training programs using integrated, case-based methodology and exercises is required.

**C. Project Management Advisor (international; 7 person-month):** The consultant will help to increase efficiency and reduce bottlenecks in ADB financed projects in Afghanistan. The consultant will also support the integration of the Enhanced Project Delivery Approach (EPDA) and Fragile and Conflict Affected Situations (FCAS) into ADB-funded projects. Project related delays will be further addressed by increasing closer cooperation with the MoF and the line ministries to quickly address bottlenecks. The consultant will undertake, but not limited to, the following tasks:

- (i) Review the past project management experience in Afghanistan and identify problems and issues that have delayed projects and resulted in project extensions and cost over-runs;
- (ii) Identify options and prepare specific solutions to address these critical project management issues, that are practical in the context in Afghanistan;
- (iii) Develop and implement operational improvement action plan;
- (iv) Support in integration of the Enhanced Project Delivery Approach (EPDA, which include the Fragile and Conflict-Affected Situation (FCAS) approach, methodology and tools) into ADB-funded projects;
- (v) Develop, in consultation with MoF and Project Management Offices (PMOs) of the sector line ministries, internal PMO procedures and practices (that are adapted to Afghanistan) for project management planning and scheduling;
- (vi) Provide on-the-job training and strategic short-term courses to PMOs on how to manage projects. Provide training courses for contractors in Afghanistan on how to improve their contract management;
- (vii) Assist and guide PMOs in establishing project management frameworks, and prepare project Gantt charts, develop and implement mechanisms to monitor duration, cost and quality of individual project components and the projects overall
- (viii) Prepare project management checklists and guidelines to be used by PMOs;
- (ix) Provide strategic advice on project management as required;

- (x) Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

**Education:** The consultant will have at least a master's degree or equivalent in engineering, social science, economics, business administration, development studies or related field.

**Work Experience:** A minimum of 12 years of relevant experience in project management, preferably in project cycle management, budgeting, planning, and coordination, is required.

**D. Contract Management Advisor (international; 5 person-month):** The consultant will assist the Ministry of Finance (MoF) and the Project Management Offices (PMOs) of the sector line ministries to improve contract management performance, with timely delivery of quality contracts. The contracts will include consulting, goods and works contracts. The consultant will undertake, but not limited to, the following tasks:

- (i) Review past contracting experience in Afghanistan, identifying key problems and issues that have delayed contracts and caused cost overruns;
- (ii) Develop an action plan to improve contract management and implementation;
- (iii) Prepare specific solutions to address the identified issues with contracts, which are practical in the context in Afghanistan. Assist the PMOs in implementing these solutions;
- (iv) Provide on-the-job training and strategic short-term courses to PMOs on contract management and improvements;
- (v) Provide training courses for contractors in Afghanistan on contract management improvements;
- (vi) Provide trainings on relevant subjects, including FIDIC contracts, EPC, etc., and provide instructions on their use;
- (vii) Prepare contract management checklists and guidelines to be used by PMOs;
- (viii) Provide advice and guidance on contract management as required;
- (ix) Trouble-shoot contractual matters as required, providing guidance in disputes and in resolving disputes;
- (x) Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

**Education:** The consultant will have at least a master's degree or equivalent in engineering, social science, economics, business administration, development studies or related field.

**Work Experience:** A minimum of 12 years of relevant experience in contract management, project management, budgeting, planning, and coordination, is required.

**E. Transport Specialist (international; 5 person-month):** The consultant will work closely with the ADB transport team, government, and the project management office (PMO) to implement ADB financed transport sector projects in Afghanistan. The consultant will also update the market study on Afghan national contractors and consultants and propose recommendations to attract and to enhance participation of competent national firms in the bidding. The consultant will undertake, but not limited to, the following tasks:

- (i) Assist ADB project processing teams with transport sector data collection, reviewing existing studies and updating project designs, and drafting required project documents. Work with other member of project teams to conduct technical analysis for transport operations;

- (ii) Assist ADB project implementation team in reviewing bidding documents, request for proposals, technical and social safeguards submissions, bid evaluation reports and draft contracts;
- (iii) Conduct field visits to the project sites and collect necessary data for the use in the project monitoring system, preparation of progress reports;
- (iv) Undertake operational coordination with program and project management offices in government ministries and agencies;
- (v) Monitor and report progress of transport sector projects and prepare/update related documentation;
- (vi) Assist the project implementation team in contract administration in accordance with contract conditions, ADB guidelines and best international practice;
- (vii) Develop and assist in implementing comprehensive project management plans to ensure the most efficient, timely, and economical implementation of the projects;
- (viii) Participate in and contribute to internal and external training and conferences on the transport sector and other activities for advocacy, dissemination and knowledge building;
- (ix) Work closely with ADB team on technical and financial aspects in investment and policy operations and other project financing-related assignments, during preparation and implementation of transport projects.
- (x) Review past contracting experience in Afghanistan, identifying key problems and issues that have delayed contracts and caused cost overruns;
- (xi) Develop an action plan to improve contract management and implementation;
- (xii) Prepare specific solutions to address the identified issues with contracts, which are practical in the context in Afghanistan. Assist the PMOs in implementing these solutions;
- (xiii) Provide on-the-job training and strategic short-term courses to PMOs on contract management and improvements;
- (xiv) Provide training courses for contractors in Afghanistan on contract management improvements;
- (xv) Prepare contract management checklists and guidelines to be used by PMOs;
- (xvi) Trouble-shoot contractual matters as required, providing guidance in disputes and in resolving disputes.

**Education:** The consultant will have at least a master's degree or equivalent in engineering, social science, economics, business administration, development studies or related field.

**Work Experience:** A minimum of 12 years of relevant experience in construction industry, contract management, project management, budgeting, planning, and coordination, is required.

**F. Infrastructure Specialist (international; 7 person-month):** The consultant will be responsible for assisting the Government to update and operationalize the National Infrastructure Plan (NIP). The consultant will work with the MOF, National Infrastructure Council and sector line ministries, participate in meetings, and coordinate activities to ensure consistency between the selection criteria, the NIP, sector plans, and priority projects. The consultant will undertake, but not limited to, the following tasks:

- (i) Assist MOF to develop appraisal, quality at entry and selection criteria for new projects, that will ensure the projects are aligned with ANPDF, will meet project readiness criteria, and deliver economic benefits and employment growth;
- (ii) Assist MOF to develop evaluation criteria, for existing projects that will ensure the project implementation performance is rigorously monitored, with defined systems established for non-performing projects, and for the de-scoping and reallocation of

funds where appropriate. As part of the portfolio review, existing projects will also be assessed for alignment with ANPDF;

- (iii) Assist MOF evaluate the current portfolio of projects and the projects in the development budget according to the project's selection and evaluation criteria;
- (iv) Assess and determine the current infrastructure investment envelope including the government's own resources, development partner funds (including any potential concessional loans) and potential private sector funds, this process to be updated regularly, with reporting of funding allocations;
- (v) Assess the fiscal space available in 2019 and following years for new infrastructure investments, and develop a sustainable financing strategy;
- (vi) Assist in developing and updating the detailed infrastructure investment plan, and related documents for the Infrastructure Development Council;
- (vii) Assist and provide strategic support as requested by Ministry of Finance in infrastructure preparation for the annual development budget;
- (viii) Update the NIP based as required based on the evaluation and selection criteria, and government policy;
- (ix) Update the action plan for the implementation of the NIP;
- (x) Supervise and assist in the implementation of the government budget monitoring, project monitoring and evaluation systems for the infrastructure projects;
- (xi) Provide infrastructure policy advice as required;
- (xii) Provide updates on infrastructure development for AITF reports and meetings;
- (xiii) Participate in and contribute to internal and external training and conferences, and other activities for advocacy, dissemination, and knowledge building.

**Education:** The consultant will have at least a master's degree or equivalent in engineering, social science, economics, business administration, development studies or related field.

**Work Experience:** A minimum of 12 years of relevant experience in infrastructure policy and development, contract management, project management, budgeting, planning, and coordination, is required.

**G. Project Economist (international; 5 person-month):** The consultant will help MOF and sector line ministries evaluate both proposed and ongoing infrastructure projects, assess prioritization and performance and propose any associated budget adjustments. The consultant will work with the MOF, NIC and sector line ministries to support the budget process, project appraisal, and institutionalizing the economic evaluation of the projects. The consultant will undertake, but not limited to, the following tasks:

- (i) Assist to review ANPDF, NIP and any other relevant development documents, and develop a customized set of aligned and practical economic indicators that will be used to evaluate projects;
- (ii) Undertake economic analysis of the proposed projects according to the agreed economic indicators;
- (iii) Undertake economic analysis of current projects according to the customized set of indicators and review the original indicators on which the project was approved. This will enable project alignment to be assessed with the current development framework, and an evaluation of project performance against its original goals;
- (iv) Develop data collection systems and methodologies, and data submission requirements for the proposed new projects;
- (v) Provide strategic advice as required on project selection, prioritization and evaluation criteria;

- (vi) Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

**Education:** The consultant will have at least a master's degree or equivalent in economics, business administration, or related field.

**Work Experience:** A minimum of 12 years of relevant experience in economic evaluation of projects, contract management, project management, budgeting, planning, and coordination, is required.

**H. FCAS Advisor (international; 5 person-month):** The consultant will provide overall supervision, coordination and technical guidance to MOF and sector line ministries in the application of FCAS tools in all ADB-financed infrastructure projects in Afghanistan. The consultant will also build the capacity of the Government in application of the FCAS tools. The consultant will undertake, but not limited to, the following tasks:

- (i) Organize trainings and workshops on peace sensitivity approach and dissemination of peacebuilding tool for managing potential risks while identifying opportunities, in collaboration with other development partners;
- (ii) Refining and strengthening the peacebuilding tool for practical use of the local institutions in local language;
- (iii) Assist in the development of knowledge products and knowledge dissemination on FCAS;
- (iv) Develop a coordinated approach with development partners, government counterparts, civil society organizations and private sectors, as appropriate for activities related to peace sensitivity assessments, training/workshops, dissemination of lessons learned and documentation;
- (v) Develop capacity development plans and products through necessary technical assistance in dissemination and use of the peacebuilding tools. Develop and conduct awareness raising workshops with project implementation teams, social development specialists, contractors and consultants;
- (vi) Review and disseminate peacebuilding tools for managing potential risks and building on peace-building opportunities in collaboration with the government, ADB staff, ADB-financed consultants, and other development partners;
- (vii) Coordinate with ADB's FCAS focal person and attend national and international knowledge sharing events at national and regional levels to facilitate learning on best practices toward institutional capacity on conducting conflict-sensitive analysis and to present ADB's FCAS approach in Afghanistan;
- (viii) Provide operational support to executing and implementing agencies, project management units and project team leaders, on the integration of peacebuilding, social inclusion and gender activities, interventions, monitoring mechanisms and provide constructive comments and suggestions, as requested into the final program/project design;
- (ix) Provide technical assistance to improve and strengthen country-led models or tools for engagement in supporting state-building efforts;
- (x) Work with the social development, gender and other specialists to maximize outreach and delivery of the peacebuilding tools and their application in development projects;
- (xi) Assist with research, analysis and synthesis of assessments relating to peacebuilding, social inclusion and gender;
- (xii) Coordinate, monitor and evaluate the application of peacebuilding social inclusion and gender applications in ADB-supported activities, collect and analyze information and assist in the preparation of periodic project reports and 'stories from the field;

- (xiii) Participate in quarterly implementation coordination meetings;
- (xiv) Provide comments on ADB's country partnership and other strategic documents, draft concept papers, Reports of the Recommendation of the President and Country Partnership Strategy, in timely fashion.

**Education:** The consultant will have at least a master's degree or equivalent in governance, public policy, post-conflict peace processes or related discipline.

**Work Experience:** A minimum of 12 years of relevant experience and knowledge of FCAS, is required.

**I. Resettlement Specialist (international; 4 person-month):** The consultant will be primarily responsible for assisting the various line ministries including the Ministry of Urban Development and Land (MUDL) in developing capacity and related institutional arrangements to provide Resettlement services and advise on planning, studies, designs, construction, and operation of ongoing and future projects. The consultant will undertake, but not limited to, the following tasks:

- (i) Assist the IAs in preparation of draft and final Land Acquisition and Resettlement Plans (LARPs) and Compliance Reports (CRs), and incorporate ADB comments on all the LARPs and CRs.
- (ii) Assist the IAs to review and understand all laws and regulations pertaining to land acquisition, resettlement, and ensure that local governments and affected communities understand the requirements of ADB Policy and LARP requirements;
- (iii) Review prepared LARPs and any updates submitted to the IAs;
- (iv) Prepare guidelines and guide IAs on the implementation of LARPs;
- (v) Guide the IAs to implement approved LARPs including managing proper disclosure to the public, preparing detailed action plans for the delivery of compensation, that ensure that the IAs adopt proper measures that enable all affected parties to receive payments or other rehabilitation based on the LARP and allow a timely hand over of the Site to the Contractor free from all encumbrances.
- (vi) Develop methods and procedures that ensure displaced persons are properly consulted and adequately resettled and compensated in accordance with the provisions of the LARP. This task entails among other things proper review of compensation rates and consultation with local governments and community organizations to ensure compensation at replacement Cost.
- (vii) Guide the IAs to hire independent monitoring agencies and implementing NGOs in a timely manner including preparing terms of reference and reviewing Monitoring reports;
- (viii) Develop methods and procedures that civil works commence only after the implementation of LARP and after approval of ADB on implementation of LARP;
- (ix) Guide IAs to comply with all relevant grant covenants;
- (x) Help IAs prepare reports on LARP implementation complying with ADB Requirements;

**Education:** The consultant will have at least a master's degree or equivalent in sociology, development science and/ or related discipline.

**Work Experience:** A minimum of 12 years of relevant experience in resettlement and social safeguards, is required.

**J. Monitoring and Evaluation/Design Specialist (national; 18 person-month):** The consultant will work with the International M&E Specialist to support the government in enhancing the PPMS to help improve monitoring of infrastructure projects in Afghanistan. The consultant

will work with the International M&E Specialist in supporting the M&E unit of the Ministry of Finance (MoF) in further strengthening the M&E system, reporting methodologies, periodic evaluations, and consolidation and analysis of the M&E reports. The consultant will also provide technical assistance in conducting M&E trainings. The consultant will undertake, but not limited to, the following tasks:

- (i) Review the existing PPMS in the Ministry of Finance (MoF);
- (ii) Assist in development of MoF's monitoring and evaluation plan including the specific parameters of infrastructure site visits, asset verification, and data collection;
- (iii) Provide feedback on project M&E short comings and recommendations for improving project implementation and impact;
- (iv) Provide recommendations for the refinement and streamlining of the PPMS;
- (v) Review and improve data collection and reporting methods used by MoF and sector line ministries;
- (vi) Conduct quality assurance and quality control of data collected on site visits by M&E focal points;
- (vii) Assist in conducting assessments and studies of project impacts;
- (viii) Ensure that all technical teams possess adequate expertise in the areas of performance measurement;
- (ix) Assist in carrying out baseline surveys before projects begin, followed by periodic surveys to track progress;
- (x) If needed, conduct field visits to the project site and collect necessary data;
- (xi) Review and verify progress of projects against deliverables, milestones and results;
- (xii) Provide technical assistance in conducting M&E trainings in coordination with the M&E unit of MoF.

**Education:** The consultant will have at bachelor's degree or equivalent in monitoring and evaluation, economics, finance, business administration, development studies or related field.

**Work Experience:** A minimum of 7 years of relevant experience in monitoring and evaluation, project management, preferably in project cycle management, budgeting, planning, and coordination, is required.

**K. Monitoring and Evaluation Specialist (national; 18 person-month):** The consultant, together with the International Monitoring & Evaluation Specialist and National Monitoring & Evaluation/Design Specialist, will support the government in enhancing the PPMS to help improve monitoring of infrastructure projects in Afghanistan. The consultant will also be responsible for continuous enhancement of the AITF monitoring and evaluation systems by working with sector ministries, AITF contributors, the ADB Afghanistan Resident Mission AITF to gather, synthesize and report monitoring and evaluation data for projects financed by the AITF. The consultant will undertake, but not limited to, the following tasks:

- (i) Assist in development of MoF's monitoring and evaluation plan including the specific parameters of infrastructure site visits, asset verification, and data collection;
- (ii) Provide feedback on project M&E short comings and recommendations for improving project implementation and impact;
- (iii) Provide recommendations for the refinement and streamlining of the PPMS;
- (iv) Work with different contributors to AITF to fully understand their monitoring and evaluation reporting requirements and ensure these requirements are integrated into the monitoring and evaluation systems of the AITF financed projects;
- (v) Consolidate, in consultations with project management units, key impact, outcome, and outputs indicators for overall AITF monitoring systems based on the project description, project performance monitoring systems (PPMS).

- (vi) Further refine the monitoring and evaluation (M&E) framework for AITF and ensure its compatibility with contributor requirements. The M&E Framework should include in addition to the above indicators, indicators on cross cutting themes covering gender, fragility, risks, capacity development, efficiency, effectivity and environment;
- (vii) Ensure timely data reporting from PMOs in the agreed reporting forms and formats for qualitative and quantitative data;
- (viii) Conduct field visits to the project site and collect necessary data in preparing AITF reports;
- (ix) Assist the project and AITF team to develop the baseline data for new AITF funded projects;
- (x) Prepare quarterly and annual progress reports against the monitoring and evaluation framework of the AITF funded projects for the government and contributors;
- (xi) Prepare with the assistance of the relevant project management units, impact stories, case studies and knowledge products for the sectors assisted by AITF;
- (xii) Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building;

**Education:** The consultant will have at bachelor's degree or equivalent in monitoring and evaluation, economics, finance, business administration, development studies or related field.

**Work Experience:** A minimum of 7 years of relevant experience in monitoring and evaluation, project management, preferably in project cycle management, budgeting, planning, and coordination, is required.

**L. Procurement Specialist (national; 18 person-month):** The consultant will be primarily responsible for assisting the EAs, IAs, and NPA in procurement, through providing procurement services efficiently. The specialist will advise on procurement planning, preparation of bid documents (goods, works, and consulting services), assist in the preparation of bid evaluation reports (BERs), during project implementation, construction designs, and provide continual on-the-job training to the procurement unit staff of EAs, IAs, and NPA. The consultant will undertake, but not limited to, the following tasks:

- (i) Review, and propose updates to the procurement plans for various projects of the three sectors for adherence to the time schedule and to avoid potential delays in procurement;
- (ii) Preparation of ICB, NCB and NS Bid documents for goods, consultancies, works and other services packages and ensure that all procurement processes comply with ADB guidelines and the Procurement Law of the Government of Afghanistan as applicable (i.e. managing the preparation of EOIs, procurement notices, bidding documents, RFPs, evaluation reports, contracts, etc.);
- (iii) Ensure that procurement is performed accountable and with full transparency and implement specific controls to prevent fraud, collusion, and corruption;
- (iv) Prepare contract documents in coordination with the Project Management Office (PMO) ensuring the proper documentation of all contracts, including variations or amendments, certification of interim progress payments and final completion;
- (v) Liaise closely with Finance, Program and Administration Units of ministries to ensure the rapid coordination and dissemination of results of procurement processes including selection and pricing;
- (vi) Plan and implement a program of professional development for Procurement Unit staff and provide continual on-the-job training to the same staff to transfer technical skills and knowledge;

- (vii) Legal recommendation to procurement related issues and contract management issues.
- (viii) Initiate procurement and consultant recruitment monitoring sheets and provide updates as required;
- (ix) Assist in monitoring and tracking of procurement packages and flagging delays when target delivery dates are not met, reporting status to NPA, line ministries and ADB; and
- (x) Assist in developing a post-procurement review program for NPA and line ministries.

**Education:** The consultant will have at least a bachelor's degree in economics, law, administration, management, finance, or related field.

**Work Experience:** A minimum of 7 years of relevant experience, with understanding of recruitment of consultants and procurement of goods and works by following Government procedures and in application of the international financial institution guidelines, such as ADB and WB.

**M. Project Management Advisor (National; 18 person-month):** The consultant, together with the International Project Management Advisor, will help to increase efficiency and reduce bottlenecks in ADB financed projects in Afghanistan. He/she will assist in integration of the EPDA and FCAS approaches, methodology, and tools into ADB-funded projects. The consultant will undertake, but not limited to, the following tasks:

- (i) Conduct a research to identify problems and issues that have delayed projects and resulted in project extensions and cost over-runs;
- (ii) Identify options and prepare specific solutions to address the critical project management issues;
- (iii) Assist in development and implementation of an operational improvement action plan;
- (iv) Assist in integration of EPDA, which include the FCAS approach, methodology and tools into ADB-funded projects;
- (v) Develop, in consultation with MoF and Project Management Offices (PMOs) of the sector line ministries PMOs, internal PMO procedures and practices (that are adapted to Afghanistan) for project management planning and scheduling;
- (vi) Assist in conducting on-the-job training and strategic short-term courses to PMOs on how to manage projects;
- (vii) Assist in development of the project management checklists and guidelines to be used by PMOs;
- (viii) Provide strategic advice on project management as required;
- (ix) Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

**Education:** The consultant will have at least a bachelor's degree or equivalent in engineering, social science, economics, business administration, development studies or related field.

**Work Experience:** A minimum of 7 years of relevant experience in project management, preferably in project cycle management, budgeting, planning, and coordination, is required.

**N. Contract Management Advisor (national; 18 person-month):** The consultant will work with the International Contract Management Advisor to assist the Ministry of Finance (MoF) and the Project Management Offices (PMOs) of the sector line ministries to improve contract management performance, with timely delivery of quality contracts. The contracts will include consulting, goods and works contracts. The consultant will undertake, but not limited to, the following tasks:

- (i) Assist in the development of an action plan to improve contract management and implementation
- (ii) Review all awarded contracts and make sure they are awarded based on guidelines
- (iii) Collect updates from PMOs, analyze the updates, and identify potential problems that have kept projects from being completed on time
- (iv) Assist in development of a standardized tracking system for contract awards
- (v) Assist in development of a monitoring and evaluation system for contract awards
- (vi) Establish and strengthen coordination among relevant departments and stakeholders
- (vii) Maintain project records and assist in establishing a proper filing system for all relevant procurement documents for each project
- (viii) Assist the project procurement and contract teams in evaluation of bids
- (ix) Assist in preparation of project financial and procurement documents
- (x) Assist in conducting training programs on contract management including FIDIC and EPC
- (xi) Assist in development of contract management checklists, guidelines and other materials
- (xii) Any other task assigned by the International Contract Management Advisor

**Education:** The consultant will have at least a bachelor's degree or equivalent in engineering, social science, economics, business administration, development studies or related field.

**Work Experience:** A minimum of 7 years of relevant experience in contract management, project management, budgeting, planning, and coordination, is required.

**O. Transport Specialist (national; 18 person-month):** The consultant will work together with the International Transport Specialist to support the ADB transport team, government, and the project management office (PMO) to implement ADB financed transport sector projects in Afghanistan. The consultant will also assist in updating the market study on Afghan national contractors and consultants and propose recommendations to attract and to enhance participation of competent national firms in the bidding. The consultant will undertake, but not limited to, the following tasks:

- (i) Assist ADB project processing teams with transport sector data collection, reviewing existing studies and updating project designs, and drafting required project documents. Work with other member of project teams to conduct technical analysis for transport operations;
- (ii) Assist ADB project implementation team in reviewing bidding documents, request for proposals, technical and social safeguards submissions, bid evaluation reports and draft contracts;
- (iii) Conduct field visits to the project sites and collect necessary data for the use in the project monitoring system, preparation of progress reports;
- (iv) Undertake operational coordination with program and project management offices in government ministries and agencies;
- (v) Monitor and report progress of transport sector projects and prepare/update related documentation;
- (vi) Assist the project implementation team in contract administration in accordance with contract conditions, ADB guidelines and best international practice;
- (vii) Develop and assist in implementing comprehensive project management plans to ensure the most efficient, timely, and economical implementation of the projects;
- (viii) Participate in and contribute to internal and external training and conferences on the transport sector and other activities for advocacy, dissemination and knowledge building;

- (ix) Work closely with ADB team on technical and financial aspects in investment and policy operations and other project financing-related assignments, during preparation and implementation of transport projects.
- (x) Review past contracting experience, identify key problems and issues that have demotivated competent international and national firms to bid;
- (xi) Assist in conducting relevant surveys as necessary;
- (xii) Assist in conducting a market study on Afghan national contractors;
- (xiii) Hold discussions with industry associations as necessary;
- (xiv) Assist in identifying issues and challenges within the industry from various sources, including international firms and national contractors;
- (xv) Assist in development of an action plan to address the identified issues and provide recommendations to resolve the issues;
- (xvi) Assist in conduct awareness sessions for national contractors to increase their capacity on the government's contract management procedures;
- (xvii) Provide advice on improving contracting procedures as required;
- (xviii) If needed, participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

**Education:** The consultant will have at least a bachelor's degree or equivalent in engineering, social science, economics, business administration, development studies or related field.

**Work Experience:** A minimum of 7 years of relevant experience in construction industry, contract management, project management, budgeting, planning, and coordination, is required.

**P. Infrastructure Specialist (national; 18 person-month):** The consultant will work with the International Infrastructure Specialist to assist the Government to update and operationalize the National Infrastructure Plan. The consultant will work with the MOF, NIC and line ministries and participate in meetings, coordinate activities and collate data to complete selection criteria, the NIP updates, infrastructure investment plans and the 2019 and following development budgets. The consultant will undertake, but not limited to, the following tasks:

- (i) Collate data and documents relating to the infrastructure planning and development, including relevant the 2018 development budget data cover project proposals and feasibility studies, information from Ministry of Finance financial systems on the project implementation, development partner assistance and framework agreements
- (ii) Work with Ministry of Finance to review the current portfolio of projects in the development budget, to assess the exact status of the projects, and the documentation that is available
- (iii) Work with the International Infrastructure Specialist work to prepare selection criteria for new projects that will ensure the projects are aligned with ANPDF, and that the projects meet quality at entry and project readiness criteria
- (iv) Assist the International Infrastructure Specialist and the Ministry of Finance to develop evaluation criteria, for existing projects that will ensure the project implementation performance is rigorously monitored, with defined systems established for non-performing projects, and for the de-scoping and reallocation of funds where appropriate
- (v) Assist in the evaluation of the current portfolio and new projects using the newly developed criteria
- (vi) Gather and analyze financial data relating to infrastructure investment envelope including availability of the government's own resources, development partner funds (especially status of Brussels Conference commitments and how much of the commitments can be used to finance infrastructure) and private sector funds
- (vii) Assist in preparation of the detailed infrastructure investment plan

- (viii) Coordinate with Ministry of Finance to ensure the 2019 and following development budgets are prepared according to the newly developed selection criteria
- (ix) Assist in the update of the NIP and the preparation of the NIP action plan
- (x) Coordinate and assist in the implementation of the government budget monitoring, project monitoring and evaluation systems for the infrastructure projects
- (xi) Provide incidental advice on infrastructure policy as required
- (xii) Provide updates on infrastructure development for AITF reports and meetings
- (xiii) Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building

**Education:** The consultant will have at least a bachelor's degree or equivalent in engineering, social science, economics, business administration, development studies or related field.

**Work Experience:** A minimum of 7 years of relevant experience in infrastructure policy and development, project management, budgeting, planning, and coordination, is required.

**Q. Project Economist (national; 18 person-month):** The consultant will work together with the International Project Economist to help the Ministry of Finance and sector line ministries evaluate both proposed and ongoing infrastructure projects, assess prioritization and performance and propose any associated budget adjustments. The consultant will work with the MOF, NIC and sector line ministries to support the budget process, project appraisal, and institutionalizing the economic evaluation of the projects. The consultant will undertake, but not limited to, the following tasks:

- (i) Assist to review ANPDF, NIP and any other relevant development documents, and develop a customized set of aligned and practical economic indicators that will be used to evaluate projects;
- (ii) Assist in undertaking economic analysis of the proposed projects according to the agreed economic indicators;
- (iii) Assist in undertaking economic analysis of current projects according to the customized set of indicators and review the original indicators on which the project was approved. This will enable project alignment to be assessed with the current development framework, and an evaluation of project performance against its original goals;
- (iv) Assist in development of a data collection systems and methodologies, and data submission requirements for the proposed new projects;
- (v) Provide strategic advice as required on project selection, prioritization and evaluation criteria;
- (vi) If needed, participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

**Education:** The consultant will have at least a bachelor's degree or equivalent in economics, business administration, or related field.

**Work Experience:** A minimum of 7 years of relevant experience in economic evaluation of projects, contract management, project management, budgeting, planning, and coordination, is required.

**R. FCAS Advisor (national; 18 person-month):** The consultant, together with the International FCAS Advisor, will provide overall supervision, coordination and technical guidance to the Ministry of Finance and sector line ministries in the application of FCAS tools in all ADB-financed infrastructure projects in Afghanistan. The consultant will also assist in building the

capacity of the Government in application of the FCAS tools. The consultant will undertake, but not limited to, the following tasks:

- (i) Assist in conducting trainings and workshops on peace sensitivity approach and dissemination of peacebuilding tool for managing potential risks while identifying opportunities, in collaboration with other development partners;
- (ii) Assist in refining and strengthening the peacebuilding tool for practical use of the local institutions in local language;
- (iii) Assist in the development of knowledge products and knowledge dissemination on FCAS;
- (iv) Identify civil society organizations, contractors and executing and implementing agencies, which have outreach activities in ADB-supported project locations and consult with them and with stakeholders;
- (v) Provide on-site and on-going advisory support and capacity building to partners in implementing peacebuilding, social inclusion and gender outcomes and aspects of programs;
- (vi) Assist in development of a coordinated approach with development partners, government counterparts, civil society organizations and private sectors, as appropriate for activities related to peace sensitivity assessments, training/workshops, dissemination of lessons learned and documentation;
- (vii) Assist in development and conducting training/build practical capacity for PMUs and line ministry staff to strengthen peacebuilding, social development and gender mainstreaming skills across all projects;
- (viii) Participate in quarterly coordination meetings and, as requested, in project performance-related meetings;
- (ix) Coordinate, monitor and evaluate the application of peacebuilding, social inclusion and gender applications in ADB-supported activities, collect and analyze information and assist in the preparation of periodic project reports and 'stories from the field.

**Education:** The consultant will have at least a bachelor's degree or equivalent in governance, public policy, post-conflict peace processes or related discipline.

**Work Experience:** A minimum of 7 years of relevant experience and knowledge of FCAS, is required.

### **III. Consulting Firm: Third Party Monitoring (TPM) for Agriculture, Natural Resources, and Rural Development Sector**

#### **A. Background and Overview of Key Issues**

1. The Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure development. Through the Infrastructure Implementation Project Support Knowledge and Support Technical Assistance (KSTA), ADB is providing key assistance needed to fulfill the strategic vision for strengthening public sector and improve access to better infrastructure and services outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance under the TA will be provided in the four priority areas, including: (i) improve monitoring of the ADB-financed projects in Afghanistan by engaging a Third Party Monitoring (TPM) consulting firms; (ii) enhance the government's infrastructure Project Performance Monitoring System (PPMS); (iii) support project management implementation and (iv) strengthen the Institutional and human capacities. The objective of this assignment is to improve monitoring of the ADB-financed projects in Afghanistan.

2. The active portfolio for Afghanistan consists of 29 projects, financed from 40 grants, for a total amount of \$3,5 billion. The key sectors in the active portfolio are agriculture and natural resources (ANR), energy, and transport. Currently, due to security concerns, ADB staff cannot conduct regular review missions in many project sites. ADB staff have to rely on the supervision consultant to know projects' progress, which is under contract to the executing/implementing agency, rather than ADB.
3. The Country Portfolio Review for 2017 indicated that 64% of the portfolio is rated on track. Also, the disbursement ratio was only 9.6% of the management target. Both are indicative of implementation problems in the field, however, without access to project sites, it is neither possible for ADB to adequately assess the causes of project delays, nor identify ameliorative actions. To address this situation, it was proposed in the Enhanced Project Delivery Approach Paper for Afghanistan, that a third party monitoring firm should be contracted by ADB to carry out project implementation reviews in the field.
4. Given an increasingly challenging security environment in Afghanistan, the assignment will provide critical data from the field as input to ADB implementation support, the Ministry of Finance (MoF), Ministry of Energy and Water (MEW), Ministry of Rural Rehabilitation and Development (MRRD), and Ministry of Agriculture, Irrigation and Livestock (MAIL), Ministry of Urban Development and Land, and Project Management Offices' (PMOs) monitoring systems. The program will provide data on selected infrastructure projects, including asset verification and quality assurance. The TPM provides additional evidence that agriculture, natural resources, and rural development projects are being implemented correctly and focusing on infrastructure quality assurance along with social and environmental safeguards, gender issues and select financial/fiduciary aspects. The TPM agent will provide government with an example of project monitoring and data collection and showcase how such practices could improve project performance and results, thereby helping to strengthen line ministries' own monitoring programs. The monitoring agent will report directly to ADB, but also work closely with MoF, MEW, MRRD, MAIL, MUDL and PMOs responsible for project implementation at the local and central level. The specific work to be conducted by the TPM agent depends upon the specific project, its needs, systems and monitoring capacity.

## **B. Requested Outputs and Scope of Works**

5. The TPM consultancy firm should employ the necessary number of qualified staff to cover ADB financed agriculture, natural resources, and rural development projects being implemented (or completed) at various sites throughout Afghanistan. These projects will be selected by the sector teams in consultation with Project Administration Unit (PAU). The TPM firm has responsibility for the security of all staff assigned to the program. Each monitoring assignment will take approximately 4 weeks to complete. The TPM firm will need to prepare an inception report, and share findings of each project site visit through progress reports with ADB, MoF, MEW, MRRD, MAIL, MUDL and PMOs. At the end of the assignment, the firm will need to present its findings and recommendations through a presentation and a final report.
6. Prior to undertaking the site visits, the consulting firm will have to study all relevant reports (including project progress), monitoring and evaluation framework that have been previously developed, and consult with sector team and PMOs of MEW, MRRD, and MAIL. The consultation is to get understanding of each project's key impact, outcome, and output indicators. If necessary, the already developed framework is further refined. The refinement

should also cover gender, fragility, risks, capacity development, efficiency, effectivity and safeguards (land acquisition and resettlement, and environment).

7. This TOR is output-based. The consulting assignment (4 months) will have the following outputs:
  - (i) **Inception report:** This should include amongst others, the data collection and analysis methodologies, M&E tools proposed, and the respective timeline to achieve the objectives
  - (ii) **Progress report:** This should be issued after completion of each project/site visits. The reports should outline the findings of the third party monitoring including all identified issues in the project areas and recommendations to resolve those issues
  - (iii) **Presentation:** After completion of all project/site visits and before issuing the final report, the consultant should present all its findings via a presentation to ADB, MoF, and DABS
  - (iv) **Final report:** The report should outline all results of the third party monitoring including projects' related issues and recommendations on improving them

#### **Details Task on the Monitoring of Projects:**

8. The TPM is expected to carry the assignment directly and independently, ADB will provide guidance as required. The following tasks are expected to be delivered but not limited to:
  - Develop an operational plan with proposed parameters for monitoring the agriculture, natural resources, and rural development sector projects
  - Work closely with ADB and the M&E focal points of MoF, MEW, MRRD, MAIL during the planning, design of the methodology; and agree on the M&E tools that will be used
  - Prepare a deviation tracker, which would include the defects noticed at various sites, the strategy to repair these and monitoring of corrective actions during subsequent visits
  - Monitor project design, construction and maintenance quality, and validate the findings against the specifications
  - Verify the up to date progress of the projects against the anticipated targets/plans
  - Assess compliance to all relevant ADB's policies and guidelines – in particular to environmental, gender and social safeguard compliance
  - Monitor the performance of engineers and other staff involved at various levels of project supervision
  - Verify the IA's data collection and management accuracy
  - Assess if project resources are efficiently and effectively used
  - Carry an independent satisfaction survey of the targeted populations to find their satisfaction with the progress and results of projects
  - Identify implementation challenges/gaps and bottlenecks and suggest recommendations
9. TPM will provide critical data regarding contract management, quality of civil works, asset verification, equipment specifications, adequacy of supervision consultant, the security environment, presence of security personnel, etc. In addition, the TPM firm will provide government with an example of project monitoring and data collection and showcase how such practices could improve project performance and results, thereby helping to strengthen line ministries' own monitoring programs. The TPM firm will also verify the following:
  - Presence of contractor and consultant staff in the project site;

- Contractual obligations in terms of staff, equipment, and reporting of contractor and supervision consultant;
- Assess the security situation at the project site and contractual arrangements; and
- Presence of security personnel at project site.

### C. Deliverables and Reporting Requirements

10. **Budget and lump sum payment schedule.** The estimated budget is at \$140,000. In addition to mobilization and final monitoring report payment, the total payment for each report/output will be split into progress payments expressed in percentage of total payment as per Table 1. The milestone payment will be paid upon acceptability of the milestone report to ADB.

**Table 1: Summary of major outputs, activities, and expected delivery date**

Major outputs	Major activities	Expected delivery date
Outline of inception report	N/A	Contract signing (CS) + 1 week
Inception report	<ul style="list-style-type: none"> <li>• Project assessment, including review of data availability, objectives, schedule and outputs;</li> <li>• Confirmation of scope, approach and methodology, including assessment for associated systems;</li> <li>• Detailed workplan covering all project activities;</li> <li>• Recommendation to ADB of all activities under TPM.</li> </ul>	CS + 1 week
Progress report	<ul style="list-style-type: none"> <li>• Report on progress;</li> <li>• Provide critical data regarding contract management, quality of civil works, asset verification, equipment specifications, adequacy of supervision consultant, the security environment, presence of security personnel;</li> <li>• Provide additional evidence about whether projects are being implemented according to the implementation plan, and whether they are in compliance with social and environmental safeguards;</li> <li>• Overview of TPM accomplishments, challenges, areas of further development; recommendation for improving project portfolio performance and results;</li> <li>• Additional tasks as outlined in para 8.</li> </ul>	After each site visit
Presentation	<ul style="list-style-type: none"> <li>• Report on key findings of TPM;</li> <li>• Overview of TPM accomplishments, challenges, areas of further development; recommendation for improving project portfolio performance and results.</li> </ul>	Week 14
Final report	<ul style="list-style-type: none"> <li>• Provide critical data regarding contract management, quality of civil works, asset verification, equipment specifications, adequacy of supervision consultant, the security environment, presence of security personnel;</li> </ul>	Week 16 (First submission at week 15 and finalized)

	<ul style="list-style-type: none"> <li>• Provide additional evidence about whether projects are being implemented according to the implementation plan, and whether they are in compliance with social and environmental safeguards</li> <li>• Overview of TPM accomplishments, challenges, areas of further development; recommendation for improving project portfolio performance and results.</li> </ul>	version at week 16)
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**Table 2. Summary of milestone reports and payments**

Payment milestone reports and events	Expected delivery date	Progress payment
Upon submission and acceptance of inception report	CS + 1 week	%20
Upon completion of at least 40% of site visits	Week 12	%40
Submission and acceptance of final report	Week 16	%40

#### **D. Selection of TPM Firm and Staff Requirements**

11. The firm will be selected in using consultant qualification selection (CQS) recruitment method in accordance with ADB's Procurement Policy (2017, as amended from time to time) and associated staff Instructions and Project Administrative Instructions.

##### **Key Staffing requirement.**

- (i) **Team Leader** (National). At least a master's degree or equivalent in monitoring and evaluation, agriculture and natural resources, business administration, development studies or related field with a minimum of 12 years of relevant experience in monitoring and evaluation.
- (ii) **Deputy Team Leader** (National). At least a bachelor's degree or equivalent in monitoring and evaluation, agriculture and natural resources, business administration, development studies or related field with a minimum of 10 years of relevant experience in monitoring and evaluation.
- (iii) **M&E Specialists** (National). At least a bachelor's degree or equivalent in monitoring and evaluation, agriculture and natural resources, social science or related field with a minimum of 7 years of relevant experience in monitoring and evaluation.
- (iv) **Social Specialist** (National). At least a bachelor's degree or equivalent in social science or related field with a minimum of 7 years of relevant experience in social safeguards or related field.
- (v) **Environmental Specialist** (National). At least a bachelor's degree or equivalent in social science or related field with a minimum of 7 years of relevant experience in environmental studies or related field.

## **IV. Consulting Firm: Third Party Monitoring (TPM) for Energy Sector**

### **A. Background and Overview of Key Issues**

1. The Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure development. Through the Infrastructure Implementation Project Support Knowledge and Support Technical Assistance (KSTA), ADB is providing key assistance needed to fulfill the strategic vision for strengthening public sector and improve access to better infrastructure and services outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance under the TA will

be provided in the four priority areas, including: (i) improve monitoring of the ADB-financed projects in Afghanistan by engaging a Third Party Monitoring (TPM) consulting firms; (ii) enhance the government's infrastructure Project Performance Monitoring System (PPMS); (iii) support project management implementation and (iv) strengthen the Institutional and human capacities. The objective of this assignment is to improve monitoring of the ADB-financed projects in Afghanistan.

2. The active portfolio for Afghanistan consists of 29 projects, financed from 40 grants, for a total amount of \$3,5 billion. The key sectors in the active portfolio are agriculture and natural resources (ANR), energy, and transport. Currently, due to security concerns, ADB staff cannot conduct regular review missions in many project sites. ADB staff have to rely on the supervision consultant to know projects' progress, which is under contract to the executing/implementing agency, rather than ADB.
3. The Country Portfolio Review for 2017 indicated that 64% of the portfolio is rated on track. Also, the disbursement ratio was only 9.6% of the management target. Both are indicative of implementation problems in the field, however, without access to project sites, it is neither possible for ADB to adequately assess the causes of project delays, nor identify ameliorative actions. To address this situation, it was proposed in the Enhanced Project Delivery Approach Paper for Afghanistan, that a third party monitoring firm should be contracted by ADB to carry out project implementation reviews in the field.
4. Given an increasingly challenging security environment in Afghanistan, the assignment will provide critical data from the field as input to ADB implementation support, the Ministry of Finance (MoF), Da Afghanistan Breshna Sherkat (DABS) and Project Management Office's (PMO) monitoring systems. The program will provide data on selected infrastructure projects, including asset verification and quality assurance. The TPM provides additional evidence that energy projects are being implemented correctly and focusing on infrastructure quality assurance along with social and environmental safeguards, gender issues and select financial/fiduciary aspects. The TPM agent will provide government with an example of project monitoring and data collection and showcase how such practices could improve project performance and results, thereby helping to strengthen line ministries' own monitoring programs. The monitoring agent will report directly to ADB, but also work closely with MoF, DABS and PMO responsible for project implementation at the local and central level. The specific work to be conducted by the TPM agent depends upon the specific project, its needs, systems and monitoring capacity.

## **B. Requested Outputs and Scope of Works**

5. The TPM consultancy firm should employ the necessary number of qualified staff to cover ADB financed energy projects being implemented (or completed) at various sites throughout Afghanistan. These projects will be selected by the sector teams in consultation with Project Administration Unit (PAU). The TPM firm has responsibility for the security of all staff assigned to the program. Each monitoring assignment will take approximately 4 weeks to complete. The TPM firm will need to prepare an inception report, and share findings of each project site visit through progress reports with ADB, MoF, DABS and PMO. At the end of the assignment, the firm will need to present its findings and recommendations through a presentation and a final report.
6. Prior to undertaking the site visits, the consulting firm will have to study all relevant reports (including project progress), monitoring and evaluation framework that have been previously developed, and consult with sector team and PMO of DABS. The consultation

is to get understanding of each project's key impact, outcome, and output indicators. If necessary, the already developed framework is further refined. The refinement should also cover gender, fragility, risks, capacity development, efficiency, effectivity and safeguards (land acquisition and resettlement, and environment).

7. This TOR is output-based. The consulting assignment (4 months) will have the following outputs:
  - (i) **Inception report:** This should include amongst others, the data collection and analysis methodologies, M&E tools proposed, and the respective timeline to achieve the objectives
  - (ii) **Progress report:** This should be issued after completion of each project/site visits. The reports should outline the findings of the third party monitoring including all identified issues in the project areas and recommendations to resolve those issues
  - (iii) **Presentation:** After completion of all project/site visits and before issuing the final report, the consultant should present all its findings via a presentation to ADB, MoF, and DABS
  - (iv) **Final report:** The report should outline all results of the third party monitoring including projects' related issues and recommendations on improving them

#### **Details Task on the Monitoring of Projects:**

8. The TPM is expected to carry the assignment directly and independently, ADB will provide guidance as required. The following tasks are expected to be delivered but not limited to:
  - Develop an operational plan with proposed parameters for monitoring the energy projects
  - Work closely with ADB and the M&E focal points of MoF and DABS during the planning, design of the methodology; and agree on the M&E tools that will be used
  - Prepare a deviation tracker, which would include the defects noticed at various sites, the strategy to repair these and monitoring of corrective actions during subsequent visits
  - Monitor project design, construction and maintenance quality, and validate the findings against the specifications
  - Verify the up to date progress of the projects against the anticipated targets/plans
  - Assess compliance to all relevant ADB's policies and guidelines – in particular to environmental, gender and social safeguard compliance
  - Monitor the performance of engineers and other staff involved at various levels of project supervision
  - Verify the IA's data collection and management accuracy
  - Assess if project resources are efficiently and effectively used
  - Carry an independent satisfaction survey of the targeted populations to find their satisfaction with the progress and results of projects
  - Identify implementation challenges/gaps and bottlenecks and suggest recommendations
9. TPM will provide critical data regarding contract management, quality of civil works, asset verification, equipment specifications, adequacy of supervision consultant, the security environment, presence of security personnel, etc. In addition, the TPM firm will provide government with an example of project monitoring and data collection and showcase how such practices could improve project performance and results, thereby helping to

strengthen line ministries' own monitoring programs. The TPM firm will also verify the following:

- Presence of contractor and consultant staff in the project site;
- Contractual obligations in terms of staff, equipment, and reporting of contractor and supervision consultant;
- Assess the security situation at the project site and contractual arrangements; and
- Presence of security personnel at project site.

### C. Deliverables and Reporting Requirements

10. **Budget and payment schedule.** The estimated budget is at \$180,000. In addition to mobilization and final monitoring report payment, the total payment for each report/output will be split into progress payments expressed in percentage of total payment as per Table 1. The milestone payment will be paid upon acceptability of the milestone report to ADB.

**Table 1: Summary of major outputs, activities, and expected delivery date**

Major outputs	Major activities	Expected delivery date
Outline of inception report	N/A	Contract signing (CS) + 1 week
Inception report	<ul style="list-style-type: none"> <li>• Project assessment, including review of data availability, objectives, schedule and outputs;</li> <li>• Confirmation of scope, approach and methodology, including assessment for associated systems;</li> <li>• Detailed workplan covering all project activities;</li> <li>• Recommendation to ADB of all activities under TPM.</li> </ul>	CS + 1 week
Progress report	<ul style="list-style-type: none"> <li>• Report on progress;</li> <li>• Provide critical data regarding contract management, quality of civil works, asset verification, equipment specifications, adequacy of supervision consultant, the security environment, presence of security personnel;</li> <li>• Provide additional evidence about whether projects are being implemented according to the implementation plan, and whether they are in compliance with social and environmental safeguards;</li> <li>• Overview of TPM accomplishments, challenges, areas of further development; recommendation for improving project portfolio performance and results;</li> <li>• Additional tasks as outlined in para 8.</li> </ul>	After each site visit
Presentation	<ul style="list-style-type: none"> <li>• Report on key findings of TPM;</li> <li>• Overview of TPM accomplishments, challenges, areas of further development; recommendation for improving project portfolio performance and results.</li> </ul>	Week 14
Final report	<ul style="list-style-type: none"> <li>• Provide critical data regarding contract management, quality of civil works, asset verification, equipment specifications, adequacy of</li> </ul>	Week 16 (First submission at

	<p>supervision consultant, the security environment, presence of security personnel;</p> <ul style="list-style-type: none"> <li>• Provide additional evidence about whether projects are being implemented according to the implementation plan, and whether they are in compliance with social and environmental safeguards</li> <li>• Overview of TPM accomplishments, challenges, areas of further development; recommendation for improving project portfolio performance and results.</li> </ul>	week 15 and finalized version at week 16)
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**Table 2. Summary of milestone reports and payments**

Payment milestone reports and events	Expected delivery date	Progress payment
Upon submission and acceptance of inception report	CS + 1 week	%20
Upon completion of at least 40% of site visits	Week 12	%40
Submission and acceptance of final report	Week 16	%40

#### **D. Selection of TPM Firm and Staff Requirements**

11. The firm will be selected in using consultant qualification selection (CQS) recruitment method in accordance with ADB's Procurement Policy (2017, as amended from time to time) and associated staff Instructions and Project Administrative Instructions

#### **Key Staffing requirement.**

- (i) **Team Leader** (National). At least a master's degree or equivalent in monitoring and evaluation, electrical engineering, business administration, development studies or related field with a minimum of 12 years of relevant experience in monitoring and evaluation.
- (ii) **Deputy Team Leader** (National). At least a bachelor's degree or equivalent in monitoring and evaluation, electrical engineering, business administration, development studies or related field with a minimum of 10 years of relevant experience in monitoring and evaluation.
- (iii) **M&E Specialists** (National). At least a bachelor's degree or equivalent in monitoring and evaluation, electrical engineering, social science or related field with a minimum of 7 years of relevant experience in monitoring and evaluation.
- (iv) **Social Specialist** (National). At least a bachelor's degree or equivalent in social science or related field with a minimum of 7 years of relevant experience in social safeguards or related field.
- (v) **Environmental Specialist** (National). At least a bachelor's degree or equivalent in social science or related field with a minimum of 7 years of relevant experience in environmental studies or related field.

### **V. Consulting Firm: Third Party Monitoring (TPM) for Transport Sector**

#### **A. Background and Overview of Key Issues**

1. The Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure development. Through the Infrastructure Implementation Project Support Knowledge and Support Technical Assistance (KSTA),

ADB is providing key assistance needed to fulfill the strategic vision for strengthening public sector and improve access to better infrastructure and services outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance under the TA will be provided in the four priority areas, including: (i) improve monitoring of the ADB-financed projects in Afghanistan by engaging a Third Party Monitoring (TPM) consulting firms; (ii) enhance the government's infrastructure Project Performance Monitoring System (PPMS); (iii) support project management implementation and (iv) strengthen the Institutional and human capacities. The objective of this assignment is to improve monitoring of the ADB-financed projects in Afghanistan.

2. The active portfolio for Afghanistan consists of 29 projects, financed from 40 grants, for a total amount of \$3,5 billion. The key sectors in the active portfolio are agriculture and natural resources (ANR), energy, and transport. Currently, due to security concerns, ADB staff cannot conduct regular review missions in many project sites. ADB staff have to rely on the supervision consultant to know projects' progress, which is under contract to the executing/implementing agency, rather than ADB.
3. The Country Portfolio Review for 2017 indicated that 64% of the portfolio is rated on track. Also, the disbursement ratio was only 9.6% of the management target. Both are indicative of implementation problems in the field, however, without access to project sites, it is neither possible for ADB to adequately assess the causes of project delays, nor identify ameliorative actions. To address this situation, it was proposed in the Enhanced Project Delivery Approach Paper for Afghanistan, that a third party monitoring firm should be contracted by ADB to carry out project implementation reviews in the field.
4. Given an increasingly challenging security environment in Afghanistan, the assignment will provide critical data from the field as input to ADB implementation support, the Ministry of Finance (MoF), the Ministry of Transport (MOT) and Project Management Office's (PMO) monitoring systems. The program will provide data on selected infrastructure projects, including asset verification and quality assurance. The TPM provides additional evidence that transport projects are being implemented correctly and focusing on infrastructure quality assurance along with social and environmental safeguards, gender issues and select financial/fiduciary aspects. The TPM agent will provide government with an example of project monitoring and data collection and showcase how such practices could improve project performance and results, thereby helping to strengthen line ministries' own monitoring programs. The monitoring agent will report directly to ADB, but also work closely with MoF, MOT and PMO responsible for project implementation at the local and central level. The specific work to be conducted by the TPM agent depends upon the specific project, its needs, systems and monitoring capacity.

## **B. Requested Outputs and Scope of Works**

5. The TPM consultancy firm should employ the necessary number of qualified staff to cover ADB financed transport projects being implemented (or completed) at various sites throughout Afghanistan. These projects will be selected by the sector teams in consultation with Project Administration Unit (PAU). The TPM firm has responsibility for the security of all staff assigned to the program. The TPM firm will need to prepare an inception report, and share findings of each project site visit through progress reports with ADB, MoF, MOT and PMO. At the end of the assignment, the firm will need to present its findings and recommendations through a presentation and a final report.

6. Prior to undertaking the site visits, the consulting firm will have to study all relevant reports (including project progress), monitoring and evaluation framework that have been previously developed, and consult with sector team and PMO of MOT. The consultation is to get understanding of each project's key impact, outcome, and output indicators. If necessary, the already developed framework is further refined. The refinement should also cover gender, fragility, risks, capacity development, efficiency, effectivity and safeguards (land acquisition and resettlement, and environment).
7. This TOR is output-based. The consulting assignment (4 months) will have the following outputs:
  - (i) **Inception report:** This should include amongst others, the data collection and analysis methodologies, M&E tools proposed, and the respective timeline to achieve the objectives
  - (ii) **Progress report:** This should be issued after completion of each project/site visits. The reports should outline the findings of the third party monitoring including all identified issues in the project areas and recommendations to resolve those issues
  - (iii) **Presentation:** After completion of all project/site visits and before issuing the final report, the consultant should present all its findings via a presentation to ADB, MoF, and MOT
  - (iv) **Final report:** The report should outline all results of the third party monitoring including projects' related issues and recommendations on improving them

#### **Details Task on the Monitoring of Projects:**

8. The TPM is expected to carry the assignment directly and independently, ADB will provide guidance as required. The following tasks are expected to be delivered but not limited to:
  - Develop an operational plan with proposed parameters for monitoring the transport sector projects
  - Work closely with ADB and the M&E focal points of MoF and MOT during the planning, design of the methodology; and agree on the M&E tools that will be used
  - Prepare a deviation tracker, which would include the defects noticed at various sites, the strategy to repair these and monitoring of corrective actions during subsequent visits
  - Monitor project design, construction and maintenance quality, and validate the findings against the specifications
  - Verify the up to date progress of the projects against the anticipated targets/plans
  - Assess compliance to all relevant ADB's policies and guidelines – in particular to environmental, gender and social safeguard compliance
  - Monitor the performance of engineers and other staff involved at various levels of project supervision
  - Verify the IA's data collection and management accuracy
  - Assess if project resources are efficiently and effectively used
  - Carry an independent satisfaction survey of the targeted populations to find their satisfaction with the progress and results of projects
  - Identify implementation challenges/gaps and bottlenecks and suggest recommendations
9. TPM will provide critical data regarding contract management, quality of civil works, asset verification, equipment specifications, adequacy of supervision consultant, the security

environment, presence of security personnel, etc. In addition, the TPM firm will provide government with an example of project monitoring and data collection and showcase how such practices could improve project performance and results, thereby helping to strengthen line ministries' own monitoring programs. The TPM firm will also verify the following:

- Presence of contractor and consultant staff in the project site;
- Contractual obligations in terms of staff, equipment, and reporting of contractor and supervision consultant;
- Assess the security situation at the project site and contractual arrangements; and
- Presence of security personnel at project site.

### C. Deliverables and Reporting Requirements

10. **Budget and payment schedule.** The estimated budget is at \$180,000. In addition to mobilization and final monitoring report payment, the total payment for each report/output will be split into progress payments expressed in percentage of total payment as per Table 1. The milestone payment will be paid upon acceptability of the milestone report to ADB.

**Table 1: Summary of major outputs, activities, and expected delivery date**

Major outputs	Major activities	Expected delivery date
Outline of inception report	N/A	Contract signing (CS) + 1 week
Inception report	<ul style="list-style-type: none"> <li>• Project assessment, including review of data availability, objectives, schedule and outputs;</li> <li>• Confirmation of scope, approach and methodology, including assessment for associated systems;</li> <li>• Detailed workplan covering all project activities;</li> <li>• Recommendation to ADB of all activities under TPM.</li> </ul>	CS + 1 week
Progress report	<ul style="list-style-type: none"> <li>• Report on progress;</li> <li>• Provide critical data regarding contract management, quality of civil works, asset verification, equipment specifications, adequacy of supervision consultant, the security environment, presence of security personnel;</li> <li>• Provide additional evidence about whether projects are being implemented according to the implementation plan, and whether they are in compliance with social and environmental safeguards;</li> <li>• Overview of TPM accomplishments, challenges, areas of further development; recommendation for improving project portfolio performance and results;</li> <li>• Additional tasks as outlined in para 8.</li> </ul>	After each site visit
Presentation	<ul style="list-style-type: none"> <li>• Report on key findings of TPM;</li> <li>• Overview of TPM accomplishments, challenges, areas of further development; recommendation for improving project portfolio performance and results.</li> </ul>	Week 14
Final report	<ul style="list-style-type: none"> <li>• Provide critical data regarding contract management, quality of civil works, asset verification, equipment specifications, adequacy of supervision consultant, the security environment, presence of security personnel;</li> </ul>	Week 16 (First submission at week 15 and finalized)

	<ul style="list-style-type: none"> <li>• Provide additional evidence about whether projects are being implemented according to the implementation plan, and whether they are in compliance with social and environmental safeguards</li> <li>• Overview of TPM accomplishments, challenges, areas of further development; recommendation for improving project portfolio performance and results.</li> </ul>	version at week 16)
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**Table 2. Summary of milestone reports and payments**

Payment milestone reports and events	Expected delivery date	Progress payment
Upon submission and acceptance of inception report	CS + 1 week	%20
Upon completion of at least 40% of site visits	Week 12	%40
Submission and acceptance of final report	Week 16	%40

#### **D. Selection of TPM Firm and Staff Requirements**

11. The firm will be selected in using consultant qualification selection (CQS) recruitment method in accordance with ADB's Procurement Policy (2017, as amended from time to time) and associated staff Instructions and Project Administrative Instructions

##### **Key Staffing requirement.**

- (i) **Team Leader** (National). At least a master's degree or equivalent in monitoring and evaluation, engineering, business administration, development studies or related field with a minimum of 12 years of relevant experience in monitoring and evaluation.
- (ii) **Deputy Team Leader** (National). At least a bachelor's degree or equivalent in monitoring and evaluation, engineering business administration, development studies or related field with a minimum of 10 years of relevant experience in monitoring and evaluation.
- (iii) **M&E Specialists** (National). At least a bachelor's degree or equivalent in monitoring and evaluation, engineering, social science or related field with a minimum of 7 years of relevant experience in monitoring and evaluation.
- (iv) **Social Specialist** (National). At least a bachelor's degree or equivalent in social science or related field with a minimum of 7 years of relevant experience in social safeguards or related field.
- (v) **Environmental Specialist** (National). At least a bachelor's degree or equivalent in social science or related field with a minimum of 7 years of relevant experience in environmental studies or related field.