

## TERMS OF REFERENCE FOR CONSULTANTS

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) - Energy Specialist (National)
<b>Expertise</b>	Energy Specialist
<b>Source</b>	National

### Objective and Purpose of the Assignment

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. This assignment is focused on providing capacity building to improve project preparation and implementation in the energy sector.

### Scope of Work

This position will focus on administering and implementing ADB-financed energy sector portfolio in Afghanistan including Afghanistan Infrastructure Trust Fund (AITF) financed energy projects. The National Energy Specialist will form part of ADB's Afghanistan Energy team, working closely with Kabul-based Senior Energy Specialist, national energy team and other counterparts in ADB headquarters in Manila to provide technical expertise in support of energy investments. The consultant will assist the Government, project management officer (PMO), Afghanistan Resident Mission (AFRM) Energy Sector team and AITF team to implement generation, transmission and distribution projects financed by ADB and AITF.

### Detailed Tasks and/or Expected Output

Specific responsibilities and duties include:

1. Undertake update review of existing work in energy sector done by the government, international development partners and the private sector in Afghanistan.
2. Assist ADB project processing teams with energy sector data collection, reviewing existing studies and updating project designs, and drafting required project documents. Work with other members of the project teams to conduct technical analysis, financial analysis and due diligence for energy finance operations.
3. Assist ADB project implementation team in reviewing bidding documents, request for proposals, technical and social safeguards submissions, bid evaluation reports and draft contracts.
4. Assist Government and PMO in preparation of procurement committee papers and other procurement and consultant recruitment documentation for approval by ADB.
5. Assist the Government and PMO in preparation of procurement documents for National Procurement Authority (NPA) approval, in coordination with the National Procurement Specialist.
6. Conduct field visits to the project sites and collect necessary data for the use in the project monitoring system, preparation of progress reports and preparation of the AITF reports.
7. Undertake operational coordination with program and project management offices in government ministries and agencies, as well as with AITF contributors/partners.
8. Monitor and report progress of energy sector projects and prepare/update related documentation.
9. Assist energy sector ministries/agencies of the government (DABS, Ministry of Energy and Water, Ministry of Mines and Petroleum, Interministerial Commission for Energy,

among others) on matters related to sector planning, coordination with key stakeholders, and develop, in partnership with them, key information exchange, institutional support and data gathering mechanisms.

10. Assist the above agencies with project design and preparation, procurement, energy sector engineering, social and environmental safeguards, performance monitoring, and portfolio management
11. Assist the project implementation team in contract administration in accordance with contract conditions, ADB guidelines and best international practice.
12. Develop and assist in implementing comprehensive project management plans to ensure the most efficient, timely, and economical implementation of the projects.
13. Assist in preparation of the project manual covering the project organization, payment procedures, the project time schedule and quality insurance program. The consultant will also establish a computerized project monitoring program using generic software.
14. Participate in and contribute to internal and external training and conferences on the energy sector and other activities for advocacy, dissemination and knowledge building.
15. Provide advice on any PPP projects in the energy sector as needed.
16. 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 energy projects.

#### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as engineering, international business or economics and at least five years of relevant professional experience, with understanding of lending operations, development financing in purely public sector projects and PPPs;
2. Experience in developing and /or post-conflict countries is desirable;
3. Experience in working with government and/or other development agencies in Afghanistan in infrastructure sector is required;  
Strong communication skills with fluency in English and Dari languages.

Minimum General Experience 7 Years

Minimum Specific Experience (relevant to assignment) 5 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
Energy Projects Implementation Plan	31-Dec-2017	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – Agriculture and Natural Resources Specialist (National)
<b>Expertise</b>	Irrigation and Agriculture Specialist
<b>Source</b>	National

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. This assignment is focused on providing capacity building to improve project preparation and implementation in the agriculture and natural resources sector.

### **Scope of Work**

This position will focus on administering and implementing ADB-financed agriculture, irrigation and natural resources sector portfolio in Afghanistan including Afghanistan Infrastructure Trust Fund (AITF) financed projects. The National Irrigation and Agriculture Specialist will form part of ADB's Afghanistan Agriculture and Natural Resources (ANR) team, working closely with Kabul-based ANR team and other counterparts in ADB headquarters in Manila to provide technical expertise in support of agriculture and irrigation investments. The consultant will assist the Government, project management officer (PMO), Afghanistan Resident Mission (AFRM) ANR sector team and AITF team to implement irrigation, agriculture and natural resources projects financed by ADB and AITF.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. Undertake a review of existing work in ANR sector done by the government, international development partners and the private sector in Afghanistan, and map out all the current and past strategies and documents to establish relationships between them. Also collect any existing project feasibility studies and designs.
2. Assist ADB project processing teams with ANR sector data collection, reviewing existing studies and updating project designs, and drafting required project documents. Work with members of other project teams to conduct technical analysis, financial analysis and due diligence for ANR operations.
3. Assist ADB project implementation team in reviewing bidding documents, request for proposals, technical and social safeguards submissions, bid evaluation reports and draft contracts.
4. Assist Government and PMO in preparation of procurement committee papers and other procurement and consultant recruitment documentation for approval by ADB.
5. Assist the Government and PMO in preparation of procurement documents for National Procurement Authority (NPA) approval, in coordination with the National Procurement Specialist.
6. Conduct field visits to the project sites and collect necessary data for the use in the project monitoring system, preparation of progress reports and preparation of the AITF reports.
7. Undertake operational coordination with program and project management offices in government ministries and agencies, as well as with AITF contributors/partners.
8. Monitor and report progress of ANR sector projects and prepare/update related documentation.
9. Assist ANR sector ministries/agencies of the government (Ministry of Irrigation, Agriculture and Livestock, Ministry of Energy and Water, Ministry of Rural Rehabilitation

and Development, among others) on matters related to sector planning, coordination with key stakeholders, delineation of duties and responsibilities and develop, in partnership with them, key information exchange, institutional support and data gathering mechanisms.

10. Assist the above agencies with project design and preparation, procurement, engineering, social and environmental safeguards, performance monitoring, and portfolio management.
11. Assist the project implementation team in contract administration in accordance with contract conditions, ADB guidelines and best international practice.
12. Develop and assist in implementing comprehensive project management plans to ensure the most efficient, timely, and economical implementation of the projects.
13. Assist in preparation of the project manual covering the project organization, payment procedures, the project time schedule and quality insurance program. The consultant will also establish a computerized project monitoring program using generic software.
14. Participate in and contribute to internal and external training and conferences on the ANR sector and other activities for advocacy, dissemination and knowledge building.
15. Provide advice on any PPP projects in the ANR sector as needed.
16. 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 ANR projects.

#### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as engineering, international business or economics and at least five years of relevant professional experience, with understanding of lending operations and development financing in public sector projects. Understanding of PPP projects in ANR sector will be an advantage;
2. Experience in developing and /or post-conflict countries is desirable;
3. Experience in working with government and/or other development agencies in Afghanistan in infrastructure sector is required;
4. Strong communication skills with fluency in English and Dari languages.

Minimum General Experience 7 Years

Minimum Specific Experience (relevant to assignment) 5 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
ANR Project Implementation Plan	31-Dec-2017	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – Transport Specialist (National)
<b>Expertise</b>	Transport Specialist
<b>Source</b>	National

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing assistance key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. This assignment is focused on providing capacity building to improve project preparation and implementation in the transport sector.

### **Scope of Work**

This position will focus on administering and implementing ADB-financed transport sector portfolio in Afghanistan including Afghanistan Infrastructure Trust Fund (AITF) financed projects. The National Transport Specialist will form part of ADB's Afghanistan transport team, working closely with Kabul-based transport team, including Senior International Transport Specialist, and other counterparts in ADB headquarters in Manila to provide technical expertise in support of transport investments. The consultant will assist the Government, project management officer (PMO), Afghanistan Resident Mission (AFRM) transport sector team and AITF team to implement transport projects, including roads and railways, financed by ADB and AITF.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. Undertake an update review of existing work in transport sector done by the government, international development partners and the private sector in Afghanistan.
2. 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, financial analysis and due diligence for transport operations.
3. Assist ADB project implementation team in reviewing bidding documents, request for proposals, technical and social safeguards submissions, bid evaluation reports and draft contracts.
4. Assist Government and PMO in preparation of procurement committee papers and other procurement and consultant recruitment documentation for approval by ADB.
5. Assist the Government and PMO in preparation of procurement documents for National Procurement Authority (NPA) approval, in coordination with the National Procurement Specialist.
6. Conduct field visits to the project sites and collect necessary data for the use in the project monitoring system, preparation of progress reports and preparation of the AITF reports.
7. Undertake operational coordination with program and project management offices in government ministries and agencies, as well as with AITF contributors/partners.
8. Monitor and report progress of transport sector projects and prepare/update related documentation.
9. Assist transport sector ministries/agencies of the government (Ministry of Public Works, Road Authority and Road Fund when established, among others) on matters related to sector planning, transport network development, establishment of road funding arrangements, traffic safety improvement, and cross-border agreements, and

coordination with key stakeholders, and develop, in partnership with them, key information exchange, institutional support and data gathering mechanisms.

10. Assist the above agencies with project design and preparation, procurement, engineering, social and environmental safeguards, performance monitoring, and portfolio management.
11. Assist the project implementation team in contract administration in accordance with contract conditions, ADB guidelines and best international practice.
12. Develop and assist in implementing comprehensive project management plans to ensure the most efficient, timely, and economical implementation of the projects.
13. Assist in preparation of the project manual covering the project organization, payment procedures, the project time schedule and quality insurance program. The consultant will also establish a computerized project monitoring program using generic software.
14. Participate in and contribute to internal and external training and conferences on the transport sector and other activities for advocacy, dissemination and knowledge building.
15. Provide advice on any PPP projects in the transport sector as needed.
16. 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.

#### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as engineering, international business or economics and at least five years of relevant professional experience, with understanding of lending operations and development financing in public sector projects. Understanding of PPP projects in transport sector will be an advantage;
2. Experience in developing and /or post-conflict countries is desirable;
3. Experience in working with government and/or other development agencies in Afghanistan in infrastructure sector is required;
4. Strong communication skills with fluency in English and Dari languages.

Minimum General Experience 7 Years

Minimum Specific Experience (relevant to assignment) 5 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
Transport Projects Implementation Plan	31-Dec-2017	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – Procurement Specialist (National)
<b>Expertise</b>	Procurement Specialist
<b>Source</b>	National

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing assistance key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. The objective of this assignment is to improve project implementation by supporting capacity development of the National Procurement Authority (NPA).

### **Scope of Work**

The Procurement Specialist shall be primarily responsible for assisting the NPA in developing capacity, provide procurement services efficiently, advise on procurement planning, preparation of bid documents (goods, works and consulting services), bridge the communication between line ministries and NPA, as well as ADB. Assist in the preparation of bid evaluation reports (BER), provide help/input in several stages of consultant recruitment and advise on contract management. The tasks under the assignment will be achieved through hands-on, learning-by-doing, guiding on ADB guidelines/procedures and mentoring in the procurement activities and associated submissions required by ADB under the three related sectors projects (Transport, Energy, and ANR). The specialist will assist the NPA in procurement processes and all the necessary steps required by ADB.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. 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.
2. Assist the ADB PMOs in the line ministries and NPA in the preparation of technical specifications, TORs, bid documentation (goods, works and consulting services), invitations for bid/expressions of interest, preparation of bid evaluation reports, evaluation of technical proposals, financial proposals, price negotiation, contract documents and assist in signing of contracts.
3. Conduct a needs assessment of NPA and PMO staff and determine requirements for capacity development in procurement, consultant recruitment, contract management and contract supervision.
4. Contribute to the preparation and delivery of general capacity development activities through on-the-job training and establishment of "Standard Operating Procedures" to streamline business process to improve the efficiency in the procurement process and contract management.
5. Review, update, and improve any relevant manuals on procurement and contract administration. If not available, provide a base document to be adopted.
6. Review procurement documents (Goods, Works, Consultancy) submitted by line ministries.
7. Assist the NPA proactively in procurement matters, and ensure all necessary steps are taken for timely implementation of procurement packages according to the procurement plans.
8. Update NPA, line ministries and ADB on procurement status as required.
9. Provide technical support to NPA and line ministries on procurement issues.

10. Ensure quality procedures, transparency in all actions, plans and process of procurement followed by NPA and line ministries.
11. Monitor implementation of procurement processes within NPA and line ministries.
12. Ensure wide distribution of procurement and consultant recruitment packages, through utilizing a broad range of media outlets for advertisements.
13. Initiate procurement and consultant recruitment monitoring sheets and provide updates as required to NPA and ADB.
14. 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.
15. Assist in developing a post-procurement review program for NPA and line ministries.

#### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as procurement, engineering, finance, economics and at least seven years of relevant professional experience, with understanding of recruitment of consultant and procurement of goods and works by following Government procedures and in application of the international financial institution guidelines, such as ADB and WB;
2. Experience in developing and /or post-conflict countries is desirable;
3. Experience in working with government and/or other development agencies in Afghanistan in infrastructure sector is required;
4. Strong communication skills with fluency in English and Dari languages.

Minimum General Experience 10 Years

Minimum Specific Experience (relevant to assignment) 7 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
NPA Analysis and Operations Improvement Plan	1-April-2018	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – Monitoring and Evaluation Specialist (National)
<b>Expertise</b>	Monitoring and Evaluation Specialist
<b>Source</b>	National

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. The objective of this assignment is to enhance infrastructure financing, by continuously improving monitoring and evaluation of Afghanistan Infrastructure Trust Fund (AITF) financed projects.

### **Scope of Work**

The consultant will 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.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. 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.
2. 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).
3. 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.
4. Ensure timely data reporting from PMOs in the agreed reporting forms and formats for qualitative and quantitative data.
5. If needed, conduct field visits to the project site and collect necessary data in preparing AITF reports.
6. Assist the project and AITF team to develop the baseline data for new AITF funded projects.
7. Prepare quarterly and annual progress reports against the monitoring and evaluation framework of the AITF funded projects for the government and contributors.
8. Prepare with the assistance of the relevant project management units, impact stories, case studies and knowledge products for the sectors assisted by AITF.
9. Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as engineering, social science, economics, finance, or a related discipline and at least five years of relevant professional experience, with understanding of reporting and monitoring and evaluation of development projects;
2. Experience in developing and /or post-conflict countries is desirable;

3. Experience in working with government and/or other development agencies in Afghanistan in infrastructure sector is required;
4. Strong communication skills with fluency in English and Dari languages.

Minimum General Experience 7 Years

Minimum Specific Experience (relevant to assignment) 5 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
Monitoring and Evaluation Updates	Quarterly and annually	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – Infrastructure Specialist (International)
<b>Expertise</b>	Infrastructure Specialist
<b>Source</b>	International

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. The objective of this assignment is to improve infrastructure planning through assisting Ministry of Finance to implement a number of budgeting and project selection reforms.

### **Scope of Work**

The consultant will be responsible for assisting the Government to operationalize the National Infrastructure Plan. Also, the consultant will assist in updating the NIP. The consultant will work with the MOF, NIC and line ministries, participate in meetings, and coordinate activities to ensure consistency between the selection criteria, the NIP, sector plans, and priority projects.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. Assist the Ministry of Finance 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.
2. Assist 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. As part of the portfolio review, existing projects will also be assessed for alignment with ANPDF.
3. Assist the Ministry of Finance evaluate the current portfolio of projects and the projects in the development budget according to the projects selection and evaluation criteria.
4. 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.
5. Assess the fiscal space available in 2018 and following years for new infrastructure investments, and develop a sustainable financing strategy.
6. Assist in developing and updating the detailed infrastructure investment plan, and related documents for the Infrastructure Development Council.
7. Assist and provide strategic support as requested by Ministry of Finance in infrastructure preparation for the annual development budget.
8. Update the NIP based as required based on the evaluation and selection criteria, and government policy.
9. Prepare an action plan for the implementation of the NIP.
10. Supervise and assist in the implementation of the government budget monitoring, project monitoring and evaluation systems for the infrastructure projects.
11. Provide infrastructure policy advice as required.
12. Provide updates on infrastructure development for AITF reports and meetings.
13. Participate in and contribute to internal and external training and conferences, and other activities for advocacy, dissemination, and knowledge building.

### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as engineering, economics, finance, social science, or a related discipline and at least ten years of relevant professional experience, with understanding of infrastructure policy and development
2. Experience in developing and /or post-conflict countries is desirable;
3. Strong communication skills with fluency in English.

Minimum General Experience 12 Years

Minimum Specific Experience (relevant to assignment) 10 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
Project selection and evaluation criteria	1-Nov-2017	Report
Infrastructure Financing Envelope	1-Dec-2017	Report
Detailed Infrastructure Investment Plan	28-Dec-2017	Report
Updated NIP	29-March-2018	Report
NIP Action Plan	26-April-2018	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – Infrastructure Specialist (National)
<b>Expertise</b>	Infrastructure Specialist
<b>Source</b>	National

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. The objective of this assignment is to improve infrastructure planning through assisting Ministry of Finance to implement a number of budgeting and project selection reforms.

### **Scope of Work**

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 2018 and following development budgets.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. Collate data and documents relating to the infrastructure planning and development, including relevant the 2017 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.
2. 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.
3. 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.
4. 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.
5. Assist in the evaluation of the current portfolio and new projects using the newly developed criteria.
6. 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.
7. Assist in preparation of the detailed infrastructure investment plan.
8. Coordinate with Ministry of Finance to ensure the 2018 and following development budgets are prepared according to the newly developed selection criteria.
9. Assist in the update of the NIP and the preparation of the NIP action plan.
10. Coordinate and assist in the implementation of the government budget monitoring, project monitoring and evaluation systems for the infrastructure projects
11. Provide incidental advice on infrastructure policy as required.
12. Provide updates on infrastructure development for AITF reports and meetings.
13. Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

### Minimum Qualification Requirements

1. The consultant will have an advanced university degree in related areas such as engineering, social science, economics, finance, or a related discipline and at least five years of relevant professional experience, with understanding of infrastructure policy and development;
2. Experience in developing and /or post-conflict countries is desirable;
3. Experience in working with government and/or other development agencies in Afghanistan in infrastructure sector is preferred;
4. Strong communication skills with fluency in English.

Minimum General Experience 7 Years

Minimum Specific Experience (relevant to assignment) 5 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
Infrastructure portfolio review	15-Oct-2017	Report
Analysis of Available Infrastructure Funding	15-Nov-2017	Report
Inputs into the 2018 Development Budget	14-March-2018	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – Project Economist (International)
<b>Expertise</b>	Project Economist
<b>Source</b>	International

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing assistance key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. The objective of this assignment is to improve infrastructure planning through assisting Ministry of Finance to implement a number of budgeting and project selection reforms.

### **Scope of Work**

The consultant will help Ministry of Finance and line ministries evaluate both proposed and ongoing infrastructure projects, and assess prioritization and performance and propose any associated budget adjustments. The consultant will work with the MOF, NIC and line ministries to support the budget process, project appraisal, and institutionalizing the economic evaluation of the projects.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. 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.
2. Undertake economic analysis of the proposed projects according to the agreed economic indicators.
3. 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.
4. Develop data collection systems and methodologies, and data submission requirements for improved economic and financial analysis of proposed new projects.
5. Provide training to the relevant unit in Ministry of Finance on economic and financial analyses of projects.
6. Provide strategic advice as required on project selection, prioritization and evaluation criteria.
7. Provide updates on economic aspects of infrastructure development for AITF reports and meetings if required.
8. Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as engineering, social science, economics, finance, or a related discipline and at least ten years of relevant professional experience, with understanding of economic evaluation of projects
2. Experience in developing and /or post-conflict countries is desirable;
3. Strong communication skills with fluency in English.

Minimum General Experience 12 Years

Minimum Specific Experience (relevant to assignment) 10 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
Project evaluation criteria	15-Oct-2017	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – PPP Specialist (International)
<b>Expertise</b>	PPP Specialist
<b>Source</b>	International

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. The objective of this assignment is to enhance infrastructure financing planning through assisting the Ministry of Finance, Central Partnership Unit (CPU), to operationalize public private partnerships (PPP) modality for infrastructure projects.

### **Scope of Work**

The consultant will help Ministry of Finance CPU to get full approval for PPP law and operationalize that law into a practical financing modality. Since only the PPP law is existing, this assignment will involve preparation of all the relevant regulations and frameworks, as well as practical advice for preparation and execution of the PPP transactions.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. Review the PPP law and assist the CPU as required to get the law approved by the parliament. Advise and assist in undertaking any required changes to the PPP law, and approval.
2. Prepare the rules and procedures for implementation of the solicited and unsolicited PPP transactions, and for different types of PPP contracts such as management contracts, lease/affermage contracts, concession and full divestitures.
3. Prepare specific rules for the external communications and consultations regarding PPP projects.
4. Prepare model frameworks for different types of PPPs, such as independent power producers (IPP), PPP toll roads, railways, leases of agricultural facilities and water supply (bulk water supply and distribution).
5. Prepare heads of agreements and model contracts, where practical, for the model PPP frameworks. The final contract drafting should be done by dedicated legal team.
6. Assist in the preparation of the priority PPP transactions for bidding.
7. Assist in conducting any PPP transactions, including advising on hiring the transaction advisory team and participating as part of the transaction advisory team.
8. Provide training to the CPU on how to implement the PPP rules and procedures, prepare PPP transactions and execute PPP transactions.
9. Provide incidental advice on PPPs as required.
10. Provide updates on PPP development for AITF reports and meetings.
11. Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as engineering, law, economics, finance, or a related discipline and at least ten years of relevant professional experience, with development of PPP frameworks and with practical PPP transaction experience, including a record of closing of PPP transactions.
2. Experience in developing and /or post-conflict countries is desirable;
3. Strong communication skills with fluency in English.

Minimum General Experience 12 Years  
Minimum Specific Experience (relevant to assignment) 10 Years  
Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
PPP Rules and Procedures	15-Dec-2017	Report
Model PPP Frameworks	15-April-2018	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – Contract Management Specialist (International)
<b>Expertise</b>	Contract Management Specialist
<b>Source</b>	International

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing assistance key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. The objective of this assignment is to improve project implementation by helping Project Management Offices (PMO) to improve their contract management.

### **Scope of Work**

The consultant will assist the PMOs to the extent possible, to improve contract management performance, with timely delivery of quality contracts. The contracts will include consulting, goods and works contracts.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. Review the past contracting experience in Afghanistan, identifying key problems and issues that have delayed contracts and caused cost overruns.
2. 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.
3. Provide on-the-job training and strategic short-term courses to PMOs on contract management and improvements.
4. Provide training courses for contractors in Afghanistan on contract management improvements.
5. Provide FIDIC, EPC and other relevant contract materials, and instructions on their use.
6. Prepare contract management checklists and guidelines to be used by PMOs
7. Provide incidental advice on contract management as required.
8. Provide updates on contract management for AITF reports and meetings, if required.
9. Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as engineering, law, economics, finance, or a related discipline and at least ten years of relevant professional experience, with experience in contract management and a thorough understanding of FDIC and EPC contracts.
2. Experience in developing and /or post-conflict countries is desirable;
3. Strong communication skills with fluency in English.

Minimum General Experience 12 Years

Minimum Specific Experience (relevant to assignment) 10 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15-Sept-2017	Report
Analysis of Past Contracting Experience	15-Dec-2017	Report
Contract Management Checklists and Guidelines	28-February-2018	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report

<b>Project</b>	Support for Infrastructure Investments and Policy 2 (SIIP 2) – Project Management Specialist (International)
<b>Expertise</b>	Project Management Specialist
<b>Source</b>	International

### **Objective and Purpose of the Assignment**

Asian Development Bank (ADB) is the largest on-budget development partner of the Government of Afghanistan in infrastructure. Through SIIP 2, the ADB is providing key assistance needed to fulfill the strategic vision for infrastructure development outlined in the Afghanistan National Peace and Development Framework (ANPDF). The assistance will be provided in three key areas for infrastructure development, including: (i) infrastructure planning, (ii) projects implementation and (iii) infrastructure financing. The objective of this assignment is to improve project implementation by helping Project Management Offices (PMO) to improve their project management.

### **Scope of Work**

The consultant will assist the PMOs to implement systems for improved the overall project management. These management systems will improve delivery and infrastructure project performance.

### **Detailed Tasks and/or Expected Output**

Specific responsibilities and duties include:

1. 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.
2. Identify options and prepare specific solutions to address these critical project management issues, that are practical in the context in Afghanistan. Assist the PMOs in implementing these actions.
3. Develop, in consultation with ministry PMOs, internal PMO procedures and practices (that are adapted to Afghanistan) for project management planning and scheduling.
4. Provide on-the-job training and strategic short-term courses to PMOs on how to manage the projects. Provide training courses for contractors in Afghanistan on how to improve their contract management.
5. Assist the 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.
6. Prepare project management checklists and guidelines to be used by PMOs
7. Provide strategic advice on project management as required.
8. Provide updates on project management for AITF reports and meetings, if required.
9. Participate in and contribute to internal and external training and conferences and other activities for advocacy, dissemination, and knowledge building.

### **Minimum Qualification Requirements**

1. The consultant will have an advanced university degree in related areas such as engineering, law, economics, finance, or a related discipline and at least ten years of relevant professional project management experience, with experience in management of large infrastructure projects in fragile countries.
2. Experience in developing and /or post-conflict countries is desirable;
3. Strong communication skills with fluency in English.

Minimum General Experience 12 Years

Minimum Specific Experience (relevant to assignment) 10 Years

Regional/Country Experience Required

<b>Deliverables</b>	<b>Estimated Submission Date</b>	<b>Type</b>
Inception Report	15 Sept 2017	Report
Analysis of Past Project Management Experience	1-Dec-2017	Report
Project Gantt Charts and Project Monitoring Tools Completed	31-January-2018	Gantt Charts and Guidelines
Contract Management Checklists and Guidelines	28-February-2018	Report
Draft Final Report	15-Dec-2019	Report
Final Report	31-Dec-2019	Final Report