Invitation for Expression of Interest

Date 25/06/2022

Hiring a Consultant to Prepare Project Design Document the for Improving Quality of Oncology Services and Construction of the Cancer treatment Centers in Balkan Abad, Turkmen Abad, and Mary in Turkmenistan

1. The Islamic Development Bank (IsDB) is hiring individual consultant (accompanied by a sub-consultant) for preparing a project design document/ preparation report of the project: Support to Improvement of Oncology Services in Turkmenistan. The Terms of Reference (TOR) of the Services are attached and can be obtained by emailing EOI Submission - BCC2022-046 Consultancy for Preparation of Oncology Project in Turkmenistan cf9bba29.isdb.org@emea.teams.ms . IsDB will select and engage the Consultant in accordance with the IsDB Corporate Procurement Policy.

2. IsDB now invites Expression of Interest (EOI) and proposal from potential individual applicants for consideration by IsDB in selecting the consultant.

3. Applicants who wish to submit an EOI with proposal should complete the EOI Form in Annex-II or obtain the template by writing to EOI Submission - BCC2022-046 Consultancy for Preparation of Oncology Project in Turkmenistan cf9bba29.isdb.org@emea.teams.ms and submit it through email to the following authorized representatives of IsDB by **25th August 2022:**

Muhammad Mirzaei Kahagh

Operations Team Leader

Regional Hub of Almaty

Islamic Development Bank

Email: EOI Submission - BCC2022-046 Consultancy for Preparation of Oncology Project in Turkmenistan cf9bba29.isdb.org@emea.teams.ms

For any clarification and Questions please send email to this designated email address for the assignment: EOI Submission - BCC2022-046 Consultancy for Preparation of Oncology Project in Turkmenistan cf9bba29.isdb.org@emea.teams.ms

Encl.:
Annex-I: Terms of Reference
Annex-II: EOI Form
Annex-III: Template of Project Document

Annex-I: Terms of Reference For Individual Consulting services for Supporting the Project Team in Preparation of the Oncology Project in Turkmenistan

Background:

Turkmenistan has applied for financing from Islamic Development Bank (IsDB) for covering the cost of the Support to Development of Oncology Services Project aiming to support the construction of the Cancer Treatment Centers for 150 patients in Balkan Abad and Turkmenabad city and for 200 patients in the Mary City. The project will also include provision of equipment to the above-mentioned oncology centers and soft components for capacity building of the oncology sub-sector in Turkmenistan.

The objective of the project is to contribute to improvement of access to high quality oncology services in Turkmenistan through construction and equipping of oncology centers with state-of-the-art medical equipment and training of health care providers and specialized staff. As part of the planned activities, the oncology centers of Turkmenistan will be provided with capacity building support to enhance institutional and human resource capacity in the oncology sub-sector.

The civil works under the project will covers the Balkan Abad, Turkmenabad and Mary cities. However, the institutional and human resource capacity building activities will cover the whole country, with target oncology centers located in the capital city (Ashgabat) and the other provinces.

The project will include the following components: (i) Construction of Oncology centers in Balkan Abad, Turkmen Abad, and Mary; (ii) Improving quality of Oncology services through acquisition of state-of-the-art medical equipment and consumables; (iii) Capacity building activities with particular emphasis on training in oncology and related fields for medical and technical personnel, trainers and physicists; and (iv) Support to Project management.

An Individual short-term consultant will be recruited to support the Project Team in preparation of the project documents in line with IsDB guidelines and practices.

Objectives of the Assignment:

The overall objective of this assignment is to prepare comprehensive project design document as per IsDB needs and requirements (template as reference attached in Annex-III) to enable the bank to process and appraise the project. The consultant is also expected to work with the IsDB project team in preparation of Project Preparation Report and Project Appraisal Report.

Scope of the Assignment:

The scope of the assignment includes:

- Preparation of the project design report
- Collection of relevant data for project preparation and appraisal
- Stakeholder consultation and meetings
- Participating with IsDB team in preparation and appraisal missions after the production of design report.
- conducting physical mission to the project sites

Detailed Tasks and Activities:

The purpose of this assignment is to support the IsDB's Project Team in preparation of the project documents on the basis of IsDB guidelines/templates. The scope of assignment will include the following:

- Providing an overall knowledge of the health sector of Turkmenistan and identifying bottlenecks/challenges and proposing solutions for reaching SDGs and realization of the state policies/programs in the oncology sub-sector. This will include assessment of women and youth (up to 35-year-old) participation in the health sector and the specific health service-related activities they are mostly engaged in. This may include the share of women and youth in capacity building and project activities.
- Conduct a systematic assessment of the current oncology system in the context of the health sector of Turkmenistan. This will include review of the state policies and programs related to oncology services; analysis of the current state of oncology services and key issues and gaps in the services, covering assessment in terms of equipment, human resources and technical/scientific capacity; assessment of the community awareness and participation etc.
- Stock taking of the health projects/programs particularly in the field of Oncology implemented by the Government of Turkmenistan, UN Agencies, development partners, NGOs, etc. and to derive lessons and synergies with proposed project.
- Provide a detailed description of the project components and sub-components including cost breakdown, and implementation plan.
- Social and economic analysis and sustainability assessment of the project.
- Risk Assessment of the project
- Undertake technical, financial, and economic feasibility assessment of the project
- Define project implementation structure, including roles and responsibilities and propose suitable project management, implementation and reporting arrangements based on country's institutional structure and IsDBs norms.
- Undertake institutional capacity assessment for institutions/centers to be involved in the project implementation and propose necessary measures for enhancing their capacity to ensure successful implementation of the Project.

- To recommend possible adjustments in the project Objective and scope with a view to streamline it with the objectives of the IsDB Health sector policy to cover oncology services at PHC level and selected secondary facilities, which act as referral centers for the target PHC facilities.
- Design project results framework and collect baseline information and data (without the need for surveys) for the Project Targets and KPIs at the national level, at the level of target cities/regions/provinces and target oncology centers. This will be the basis for proposing of the draft results framework (including outcomes, outputs, activities, indicators and risks/assumptions) for the Project. This should include gender disaggregated data where possible.

In undertaking his work, the consultant will:

- Review of the upstream policy documents, strategies, development plans and other related governmental decrees and regulations aiming to regulate the Oncology services.
- Review the relevant and other preparatory works carried out by the Government and the sector/sub-sectoral reports/analysis by the development partners including IAEA, WHO, etc.
- Design questionnaire and collect information/data for need assessment of the target oncology centers for designing capacity building activities.
- Consultations with government, development partners and project stakeholders.
- Attend virtual or physical consultative meetings to be held under the project with participation of the IsDB Project team and the other project stakeholders.
- Provide any other information required by IsDB for preparation of the Project.

Expected Outputs and Deliverables with Milestones

The key deliverables under this assignment include:

- Inception report covering sector analysis in line with details mentioned in "Activities" section and IsDB template to be produced within one month from the notification of selection of the consultant and after the field visit.
- Project Design Report as per the IsDB template to be produced within 45 days from the notification of selection of the consultant
- Project Design Report as per the attached template- Final Version to be produced within 60 days from notification of selection of the consultant. This report will cover the findings/outcomes of consultancy works to be carried out under this assignment.
- A brief project summary in compliance with the IsDB requirements/guidelines will be attached to the main report (format attached).

Assignment Supervision and Reporting Requirements:

1) The consultant will report to the IsDB project team leader throughout his engagement. The progress update will be provided through a virtual meeting at least once during the week or as determined by the focal point.
2) The consultant will provide physical mission reports within 1 week from his return from physical mission
3) The consultant will provide written update on progress of work on weekly basis through email

IsDB support to the Consultant

- Provision of project concept document already available (attached with the TORs)
- Support in setting up virtual meetings (noting that consultant must provide advance notice of 2 weeks for this purpose, especially at the beginning of the assignment)
- Support in arranging logistics for the missions and setting up field visits in the country
- Logistical support in setting up physical meetings and consultations
- Providing necessary templates and guidance on IsDB policies and procedures upon request

Expertise and Qualifications Required:

The selection criteria to assess the technical capacity of the consultant includes the following:

- Advanced level degree in health sector or related fields.
- At least 10 years of professional experience in the area of project preparation/management/evaluation.
- Experience of work with MDBs/IFIs and Multilateral institutions is an advantage.
- Strong interpersonal skills and ability to dialogue with diverse stakeholders to create consensus around issues and capable of working in multi-cultural environments;
- Effective time management and organizational skills to ensure qualitative outputs under strict deadlines.
- Strong (written and oral) command of English and Russian languages.
- Consultant is encouraged to have a sub-consultant with engineering specialization for undertaking civil works cost assessment or should clearly demonstrate in methodology how he intends to validate that part.

Consultant Selection Criteria: Consultant will be selected based on below scoring.

- General Qualification and experience of the consultant- 10 points
- Experience relevant to the Assignment- 60 points
- Methodology and Work Program- 30 points

*Proficiency in English and Russian or local language is essential. In case the consultant is not proficient in Russian or a local language the proposal should include a support staff to be managed by the consultant for translation. The expenses will be covered by the consultant for such staff within the total budget of the assignment.

Location of the Assignment:

The assignment will be done through a mix of desk review, virtual meetings and field visit to Turkmenistan and relevant cities where the Oncology Centers will be built.

Duration of the Assignment:

The total duration of the assignment is expected to be 5 months, with intermittent engagement of consultant. This includes the 2 months for production of report by the consultant and 3 months for IsDB processing of the project. It may be noted that this does not reflect the man-days for the assignment, which are estimated at 45 man-days. However, the consultant is expected to manage his own time and resources for successful delivery of the outputs within the deadlines. Expected start of services (notification of award) is 20th July 2022.

Nature of the contract and Payment Schedule:

The contract will be lump sum basis and the consultant will be entitled for payments for the assignment outputs (deliverables). The contractual details of the assignment will be reflected in the contract to be signed between the consultant and the IsDB. The payment schedule will be as follows:

- Inception report: 20%
- Project Design Report as per the IsDB template: 30% upon clearance of Draft-1 by IsDB
- A brief project summary and Project Design Report as per the attached template- Final Version: 30% upon clearance of report by IsDB
- Completion of appraisal mission and inputs to appraisal reports and preparation reports of IsDB: 20%

Total Inputs: The total inputs of the consultancy assignment are estimated at around 45 man-days.

Annex-II: Expression of Interest (EOI) by Applicant

[Hiring a Consultant for Preparing the Project for Improving Quality of Oncology Services in Turkmenistan]

Date: _____

Muhammad Mirzaei Kahagh
Operations Team Leader
Regional Hub of Almaty
Islamic Development Bank
Emails: EOI Submission - BCC2022-046 Consultancy for Preparation of Oncology Project in Turkmenistan cf9bba29.isdb.org@emea.teams.ms

I have read carefully your Invitation for Expression of Interest for the captioned assignment/project and find the Terms of References (TOR) and Scope of Work match my skill mix and experiences for providing the services required in the TOR. I would like to express my interest being considered for the Shortlist. I understand that IsDB does not have an obligation that I must be shortlisted.

I have attached to this EOI supporting documents highlighting the relevant expertise and Experience for your consideration. Some of the key information is highlighted below:

A. Personal Profile :

Nationality:
Date of Birth:
Permanent Address:
Phone No.:
Email:

B. Qualification of the Consultant:

Notes to consultant: Please indicate all relevant qualifications and professional accreditations that make you suitable for the assignment. Indicate relevant qualification, place from where the qualification was obtained, year etc]

C. Past Consultancy Assignment References

[Notes to consultant: Please select most relevant consultancy assignments you have recently completed to demonstrate your technical qualifications and experience.]

Period	Client	Project	Country	Your role (As lead consultant or as member of a team?)	Value of the Contract
				Can elaboarate further below	

D. Methodology and Work Program to Deliver the Assignment

[Notes to consultant: Please outline within a maximum of 2 pages on methodology you will adopt to deliver the assignment, including key steps, processes, and activities that you will undertake to achieve the consultancy assignment objectives. Also indicate any sub-consultants you will engage to support engineering aspects of the assignment and their specialization and experience. Also provide a timeline/ work program for delivery of assignment objectives in line with the TOR requirements, indicating breakdown of key activities with milestones.}

E. Eligibility Declaration

I, the undersigned, certify to the best of my knowledge and belief:

☐ I have read terms of reference (TOR) and Scope of Work (Appendix A), for this assignment.

☐ I confirm that the project references submitted as part of this EOI accurately reflect the experience of myself.

☐ I confirm that I have never been convicted of an integrity-related offense or crime related to theft, corruption and fraud.

☐ I understand that any misrepresentations that knowingly or recklessly mislead, or attempt to mislead may lead to the automatic rejection of the proposal or cancellation of the contract, if awarded, and may result in further remedial action, in accordance with IsDB's Integrity and Anti-corruption Policy.

☐ I shall be available for the assignment as per the requirements

F. Attach CV of the Lead consultant as well as any sub-consultants to be engaged

Project Design Report Template

PROJECT TITLE"

Project Number: "Insert the Project Code"

Country: "Insert the Name of the Country"

Department: "Insert Department in charge of project"

Acronyms and Abbreviations

Glossary

Currency and Measurement Conversions

Key Stakeholders and Focal Points

Name	Designation	Contact No	Email

1

Date of Study:

Dates of Field Visits and Stakeholder Consultations:

Name of the Project, Country

A. Strategic Context

The annotation for this document is for guidance only, please remove it in the final document.

This section will include a narrative in the following sub-sections that will describe in summary the context and rationale for developing the project and seeking financing from IsDB:

Brief Project History:

1. Provide information relevant to the origins of the project, including the following:
    - Timeline towards conceptualization, development, preparation and appraisal of the project
    - Approval and endorsement of the project by different government authorities
    - Internal processes undertaken to clear/ endorse the project concept and feasibility study
    - Additional steps to be undertaken for clearance of the feasibility study by relevant country authorities and its inclusion in countries investment program for the year
    - Participatory approach used in preparing the project (consultations/ interactions with stakeholders and its outcomes)
    - Documents, studies, consultations and information on the basis of which the feasibility is prepared.

Other Similar Projects Planned or Already Undertaken in the Country and their Performance:

2. Provide a brief description of other similar projects undertaken in the country with specific reference to their current status, financing, and performance.

Suggested table as follows:

Country Sector

Source of Funds	Project Name	Key Dates a. Approval b. Completion	Amount (US$ m eq.)	Status Ongoing or Completed and other details

		a. b.	a. b.	
		a. b.	a. b.	
		a. b.	a. b.	
		a. b.	a. b.	
		a. b.	a. b.	
		a. b.	a. b.	

*Provide additional information in **Annex if needed.***

Project Context:

Sector Context:

3. Provide a brief description of sector context relevant to the project, including the following:
    - Description of the salient features of the sector in the country, and its potential/opportunities
    - Details of the sector situation and performance in the country, supported by recent statistics
    - Relevant sector policies of the country
    - Explanation of key sector issues/challenges/major constraints hindering the growth of the sector in the country that will be addressed as part of the proposed project
    - Possible solutions for addressing these constraints
    - Government strategy/ policies for development of the sector

- Interventions by other Development Partners (DPs) helping to improve this sector in the country / address sector challenges.

*Provide additional information in **Annex if needed**.*

Thematic Context:

4. Provide a brief description of the thematic context, including the following thematic considerations: include relevant information on women and youth empowerment strategies in the country in general, and the sector of the project in specific.

Alignment with Government Strategy:

5. Provide a brief description of the alignment of the project with the Government country and sector Strategy, covering the and how it will help achieve the SDGs. Provide specific linkages with SDG indicators and government policy pillars which the project will directly address.

B. Project Development Objective and Rationale

This section states the development objectives of the proposed project, including the key project results indicators and information related to target beneficiaries. The project objective should be outlined as:

i) Impact: Higher level contribution to government national strategy or sector strategy
ii) Outcome: Specific objective the project will achieve directly after its completion and key indicators to measure that. The indicators should be "SMART" (see log-frame on relevant information required for each indicator)
iii) Outputs: Key direct deliverables that will result through completion of project activities with SMART KPIs

Outline the direct beneficiaries in specific location and their socio-economic characteristics as well as indirect beneficiaries.

Project Objectives:

6. Include the project development objective (PDO) directly relevant to the issues being identified. While defining the PDO, the following are considered:
    - Problem Statement and problem tree: "What is the problem(s) the project is going to address?" This should be a critical constraint or a priority earlier

mentioned in sector context. Presenting a problem tree is essential to show how the project (see project description) will address the sector constraint through project activities.

- Linkage of Project Development Objective to Problem Statement and Country's Development Goals / MCPS

NOTE: Project Development Objective is a clear, succinct and measurable objective statement.

Provide the project log-frame as below:

SMART and CREAM indicators are the following:

- *Specific* – stated clearly and relate to the results the project seeks to achieve.
- *Measurable* – can be monitored and provide verifiable data (quantitative)
- *Achievable* – are neither too ambitious nor too modest. The latter will call into question the planned investment.
- *Relevant* – useful for management information purposes.
- *Time-Bound* – stated with target dates.
- *Clear* – precise and unambiguous.
- *Relevant* – appropriate and timely.
- *Economic* – the data is available at reasonable cost.
- *Adequate* – sufficient to assess performance (in order to reduce the number of indicators for a given result).
- *Monitorable* – can be independently verified.

Country and Project Title: Project Purpose:					
Narrative Summary	Performance Indicators			Means of Verification	Assumptions
	Indicator	Baseline	Target		
Impact(s)					Sustainability assumptions
Outcome(s)					Country effectiveness assumptions

Outputs					Project effectiveness assumptions
Key Activities Component 1: Component 2: Etc.	Inputs Component 1: Component 2: (etc.)				Project implementation assumptions

Project Description	Indicators	Source of Verification	Assumptions
Overall objective: The broad development impact to which the project contributes – at a national or sectoral level (provides the link to the policy and/or sector programme context)	Measures the extent to which a contribution to the overall objective has been made. Used during evaluation. However, it is often not appropriate for the project itself to try and collect this information.	Sources of information and methods used to collect and report it (including who and when/how frequently).	
Purpose: The development outcome at the end of the project – more specifically the expected benefits to the target group(s)	Helps answer the question 'How will we know if the purpose has been achieved'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the purpose-objective linkage
Results: The direct/tangible results (good and services) that the project delivers, and which are largely under project management's control	Helps answer the question 'How will we know if the results have been delivered'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the result-purpose linkage
Activities: The tasks (work programme) that need to be carried out to deliver the planned results *(optional within the matrix itself)*	*(sometimes a summary of resources/means is provided in this box)*	*(sometimes a summary of costs/budget is provided in this box)*	Assumptions (factors outside project management's control) that may impact on the activity-result linkage

Checklist for validating indicators	Yes	No
The definition of indicators has involved those who performance will be measured.		
Those who performance will be judged by the indicators will have confidence in them.		
The indicator describes how the achievement of the result will be measured.		
Each and every variable included in the indicator statement is measurable with reasonable cost and effort.		
The indicator is clear and easy to understand even to a layperson.		
The indicator lends itself to aggregation.		
The indicator can be disaggregated by sex, ethnicity or social condition.		
A baseline current value can be provided for each and every variable in the indicator statement.		
There is a target during a specified timeframe for each and every variable in the indicator.		
The indicator is not repeated in any of the results below or above the results framework.		

Project Location:

7. State the location of the project site (s), region/ provinces, highlighting the access to the project site, the overall commination mechanisms, i.e., access to road, rail, etc. and distances from the main cities/ airports. Any other socio-economic and logistical indicators relevant to project implementation. Also indicate if the land is available or steps to be undertaken to ensure project location is available to start the project with timelines.
8. Provide the Project Location Map(s)

*Provide additional information in **Annex if needed**.*

Project Beneficiaries and Stakeholder Consultations:

9. State the target beneficiaries (age and gender disaggregated), direct and indirect, of the project. Moreover, provide information about ownership by national stakeholders (govt ministries and other stakeholders) and beneficiary groups evidenced through consultations with key project stakeholders and participatory processes that were held during the design and preparation stages of the project. The consultation modalities should be briefly outlined for the various types of stakeholders involved. Key findings of the consultations, and concerns raised by beneficiary groups, especially women, youth and vulnerable groups of the population, should be presented. Further concerns of any stakeholders which may not support the project should also be noted. Lastly, the priorities or consultations with direct beneficiaries of the project, including private sector that will utilize project facilities should be outlined clearly. Provide stakeholder analysis table summary below:

10. **Stakeholders Chart**

11.

Diagnostic Phase					Design Phase	
(1) Stakeholder Group	(2) Interests	(3) Problems Perceived	(4) Resources/	(5) Mandates	(6) Interest in the Project (proposed or underway)	(7) Force-field Analysis

Rationale for Seeking IsDB Financing for Investing in the Project:

12. State the rationale for proposed IsDB financing, including the following:

- Rationale for Country and Sector Support: Key development country / sector issues addressed by the project. This should be linked to sector/ country context.
- Alignment with country's development strategy / priorities and sector-specific strategy and the basis for the project being a high priority for the country,
- Alignment with policies/activities of the government and other DPs who are also working in the sector.
- Alignment with SDGs

C. Project Description

This section includes a description of the core of the project, including the project's scope, components, financing plan and reflects lessons learned within project design. This is the MOST important section of the feasibility study,

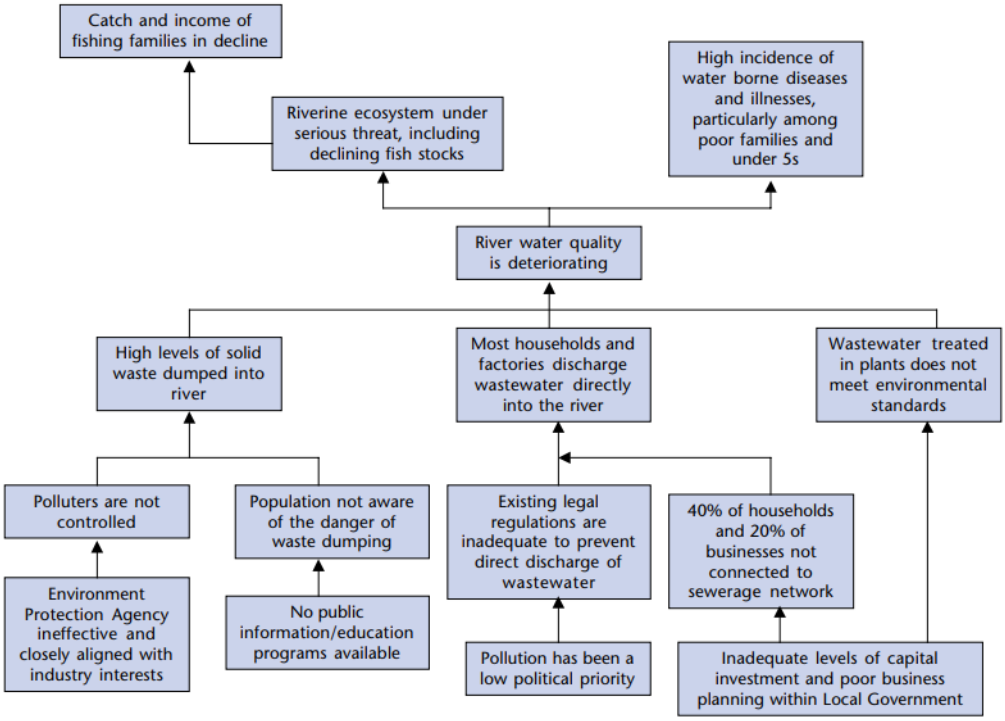
Project Design and Scope/Components:

13. Provide a brief description of what the project entails, including the proposed project design, different project components covering all categories of expenditures, i.e., Works, Goods and Services. It should include:
    - civil works
    - equipment
    - consultancies
    - training and capacity building
    - project management arrangements
    - audit arrangements
    - any other activities which are part of the project scope

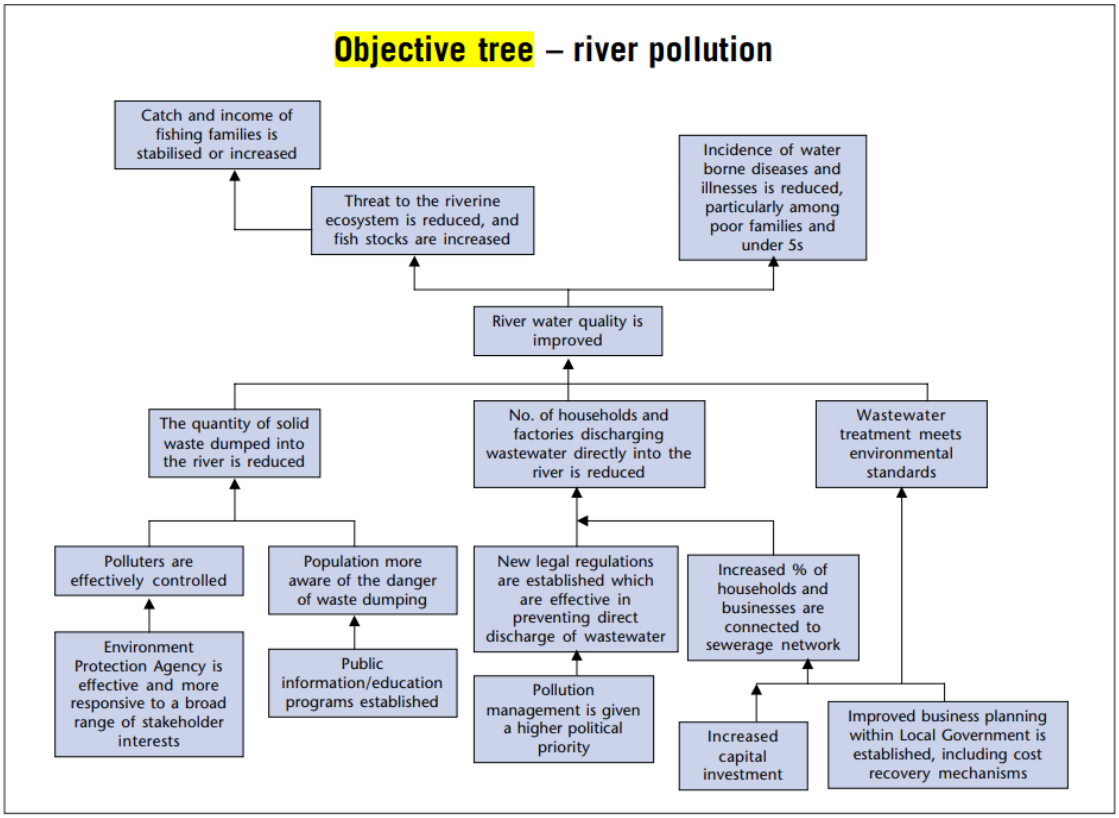
    It should cover detailed information on technical aspects of the project clearly indicating all activities which will be undertaken within the project scope to achieve the project results.

14. Provide the results tree linking project components with project objective. It will be directly linked with project problem tree presented earlier, to show how the project components will address some of the problems to achieve the project objective. A sample of project problem and results tree are presented below.

Problem analysis – river pollution



Objective tree – river pollution



*Provide additional information in **Annex if needed***

Past Lessons Learned and Reflected in Project Design:

15. Provide a brief description of how the project design reflect on the lessons learned from on-going/completed projects by the country, and known best practices, including the following:
    - Lessons learned from executing agency past projects, especially with other MDBs.
    - implementation issues and current experience of Executing Agency in implementing such projects.
    - Experience of implementing similar projects in other countries and lessons from those.
    - Various remedial/mitigation measures proposed in the project to overcome issues faced during design and implementation of previous projects.
    - Indicate in tabular form how each of the project lessons have been addressed in the project design.

D. Project Thematic Orientation

This section will include a discussion of the project's orientation towards the Bank's thematic areas.

Climate Change:

16. Provide a brief on integration of climate considerations in the project, including the following:
    - Project Potential Contribution to Climate Adaptation, Mitigation, and Resilience
    - Project Climate co-benefits
    - Project Climate Finance share
    - Project linkage to NDCs, NAPs, NAMAs or other climate relevant SDG goals
    - Indicate clearly how the project design takes adverse climate implications into account and how the project contributes to climate adaptation, mitigation or building resilience as well as to countries climate and environment strategy. Also indicate how the negative climate impacts will be addressed during implementation.

Women and Youth Empowerment:

17. Provide a brief on the analysis on women and youth empowerment, fragility and employment generation (where applicable) and how that is integrated in the project design. Demonstrate how concerns raised by beneficiary groups, especially women and youth, are reflected in the design of the proposed project. This section should

specifically indicate how the women and youth will be engaged in project implementation and benefit from its results. What is the project doing to ensure that these outcomes are achieved.

E. Project Cost and Financing Plan

This section includes the project cost and financing plan information.

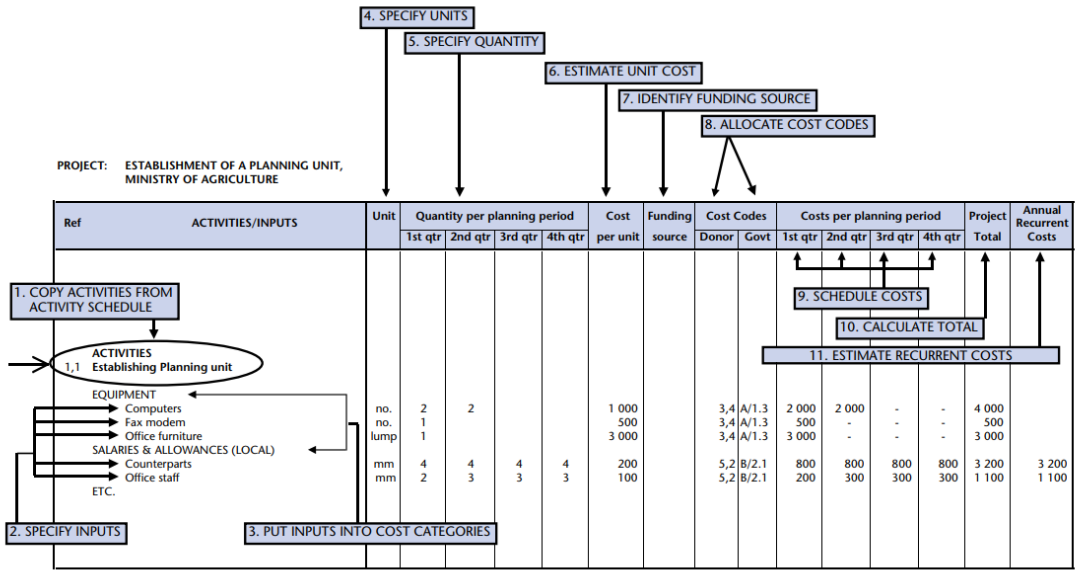
Project Costs:

18. Provide an item-wise project cost estimate in detail in the table in local and foreign currency (US$ equivalent). Local currency items are those which are expenses that will be made in local currency, while foreign currency items are those which are imported to implement the project. This should not include any operational expenses and only expenses to be incurred to complete the project investment. Provide breakdown where necessary through additional tables for specific activities. BOQ and TOR based tables where applicable for specific activities should be separately provided in addition to overall project table.
19. Outline all key assumptions and sources used in calculation of costs

Sr. No.	Project Component	Category of Expenditure	Local Cost	Foreign Cost	Total Cost
	Base Cost				
	Contingency (Physical)				
	Contingency (Financial)				
	Total Cost				

Provide detailed cost and resource schedule. Template is below:

Steps in the Preparation of a Resource Schedule



Proposed Financing Plan:

20. Provide the proposed project financing plan which shows the suitable mode of financing and the various sources of funds for each project component in project currency

*Provide additional information in **Annex if necessary**.*

Sr. No.	Project Component	IsDB	Co-Financiers	Government	Total Cost
	Base Cost				
	Contingency (Physical)				
	Contingency (Financial)				
	Total Cost				

F. Implementation Arrangements

This section includes a description of the project's implementation arrangements. It should be clearly developed with sufficient detail.

Executing Agency / Agencies (EAs):

21. Provide a brief description of the suitability of the Executing Agency (main agency that will oversee the project implementation) / Agencies, including the following:

- Identification of the suitable EA and Implementing agency (if different from executing agency or if more agencies are involved or specific departments within the implementation agency)
- Listing the main Responsibilities / Functions of EA and IA, including the effect/ collaboration of other institutions/ ministries on these roles
- Project implementation capacity of EAs: Staffing of EA, prior experience of EA(s) of working on similar projects, same location/area, IsDB in particular and other MDBs and DFIs in general, and the brief on the status of those projects / programs;
- Assessment of agencies capacity, experience and skills to manage project implementation from a technical, financial and procurement standpoint, and adequate capacity-building measures (if needed) that are built in the design of the operation. The specific capacity building needed should be included in project components.
- Assessment of adequacy of operational rules, regulations, procedures and staff incentives that will enable the agency/ies to successfully implement and later operationalize the project.
- Assessment of financial management systems and capacity of the EA/ IA and their systems in the area of planning and budgeting, management and financial accounting, reporting, auditing, and internal controls for efficient project implementation and sustainability.

*Provide additional information in **Annex if needed**.*

Institutional Arrangements:

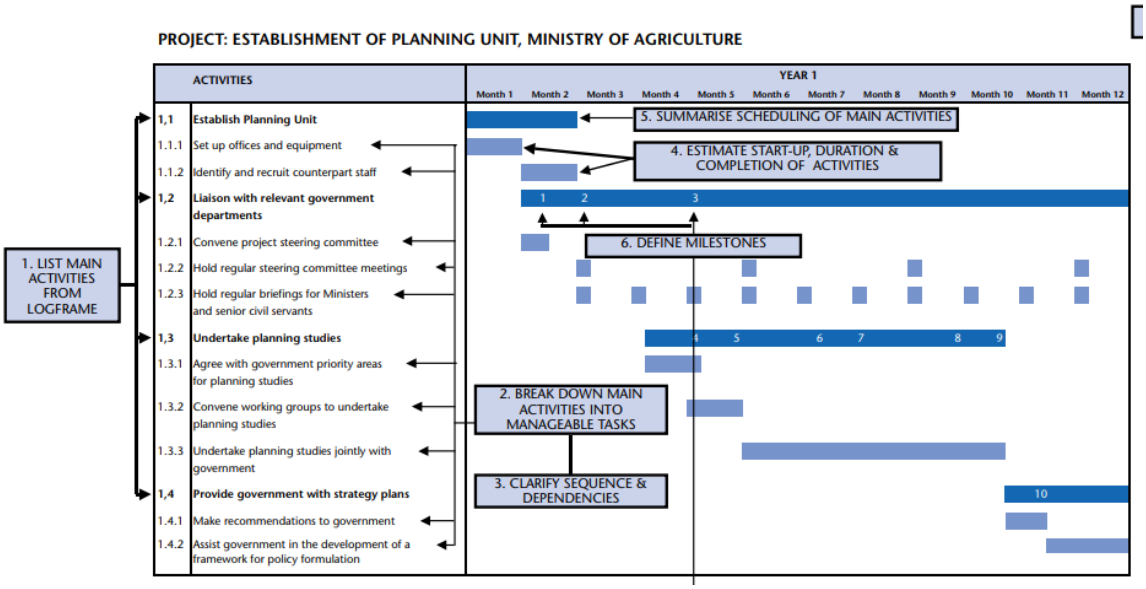
22. Provide a brief on the institutional arrangements (exact description of who will manage the project implementation and decision making roles on day to day basis) for project implementation and the required reporting structure, including the following:
    - Overall governance and project management structure/ organizational chart for Project Implementation with all relevant stakeholders / institutions clearly identified and their roles/ responsibilities listed clearly. Organogram for project implementation setup
    -
    - Project Management Unit (PMU): Mention where the PMU is housed, including its main responsibilities, experience, reasons for selecting particular type of PMU structure, financing of PMU and Budget / capacity building needs of the PMU
    - Structure of PMU: Staff composition of PMU and their roles, reporting structure, and coordination requirements

- Project Implementation Unit (if required): Mention location (s), staffing budget, and the TOR, etc.
- Project Implementation Consultant(s) if needed: provide the reasons and corresponding ToR
- Staffing of the Project Management / Implementation Unit and Implementation Consultants (if any) along with their intended TORs

*Provide additional information in **Annex if needed**.*

Implementation Plan and Project Readiness:

23. Provide a brief on the status of project readiness, including the following:
    - Project implementation plan / chart by key project components: This indicates the estimated time / schedule / timeline for project implementation, kind of works that have already been completed or commenced, and key implementation milestones (key implementation dates). This should accompany a Gantt chant with clear activities in detail. Example of part of the gantt chart is below:



    - Presentation of modalities for the participation of national stakeholders and beneficiary groups during implementation, including CSOs and beneficiary groups, who will be involved in the implementation of the proposed intervention and analyzing its results.
    - Project Readiness: This can be indicated by answering the following questions:
        - What is the status of project design/bidding documents for the first-year implementation program?
        - What is the status of readiness of specifications or the timeline to do that and who will do it

- What is the status of PMU, i.e. is it in-place and staffed? and timeline for that (should also be reflected in Gantt chart above
- Are the required physical facilities – land, utilities etc. available?
- Is Counterpart funding available?
- is government approval obtained on FS or timeline to obtain that

- Measures, if any, to fast-track implementation (as part of implementation strategy)

*Provide additional information in **Annex if needed***

G. Project Results and Monitoring

This section includes a description of the project results and monitoring and evaluation (M&E) framework.

Key Development Results Indicators:

24. Include a summary of development results that the project will deliver in line with its objectives, with clearly defined cause-and-effect relationship all along the result chain, i.e., inputs, activities, outputs, outcomes and impact. The development results will include outputs, outcome(s) and impact with the associated SMART results indicators.

Provide *additional information in **Annex if needed**.*

Monitoring and Evaluation of Outcomes/Results:

25. Provide a brief description of project's M&E framework, including the following:
    - Monitoring and evaluation framework to track inputs, outputs and outcomes and evaluate the project results. The framework must be accompanied by SMART results indicators, with appropriate baseline and target values, and the corresponding sources of information for verifying them.
    - Roles and responsibilities for monitoring results indicators during implementation
    - Mechanisms used for Project Monitoring and Evaluation: it will include a summary of the mechanism agreed with the PMU/PIU to submit to IsDB the status of implementation, achievement on outputs and outcomes indicators and actions taken to ensure satisfactory project implementation.

Project Monitoring and Implementation Supervision Plan:

26. Provide a brief overview of the mechanisms for project's progress monitoring and progress reporting, including the following:
    - Provide a project results monitoring plan covering key objective, KPIs, source of information, frequency of information collection, responsible party to collect the information, cost of information collection, storage and compiling of information, MIS to be used etc.
    - Arrangements for coordination and exchange of information amongst the key stakeholders (government, implementing entities, consultants, contractors, IsDB and the co-financiers, if any), with responsibilities clearly assigned
    - Assessment of the capacities of the execution and implementing agencies to fulfill IsDB's information needs and reporting requirements, related to reporting on project implementation, KPIs, procurement, financial management and risks
    - Information on the agreed Project achievements (including key milestone dates, PIASR frequency, trigger for the Mid Term Review)
    - M&E reporting requirements.
    - Type of activities, tools and mechanisms used for supervising, monitoring and reporting progress:
        - Reports submitted by EA / PMU to IsDB: Frequency / schedule of submission, contents of the report outlining project progress achievements, financial progress, procurement plan progress, problems encountered, and mitigation actions
        - Project Start-Up Workshop: Purpose and scope, location
        - Project Supervision Missions by Senior EA staff
        - Mid-term review: agreement on the milestone to launch the review to assess the overall performance of the Project and gap analysis to identify if any improvements are needed

*Provide additional information in **Annex if needed**.*

H. Project Risks and Sustainability

This section includes description of the project risks and project sustainability.

Project Risks:

27. Provide a brief description of the potential risks associated with the project, the impact of the risk proportional to its severity, likelihood of the identified potential risks, and the proposed / existing mitigation measures including responsible party to manage it during implementation and upon completion, including the following:

- The Project Risk Matrix: Identify all the potential risks associated with the project (with specific emphasis on project sustainability), assess and assign a risk rating to each risk, and provide an explanation for the risk rating considering the severity/ impact of risk, likelihood of the risk. This will identify the overall risk rating of the project. The risks should be assessed both from the lens of these factors impact on project as well as how the project itself increases these risks. The risks can either be things that can "go wrong" in the project compared to plan during implementation and operations or "any outcome worse then what was targeted in the results matrix". Ideally, the impact of most severe risks should be quantified, while others can be qualitatively assessed. The risks are identified related to the following categories
    - Stakeholder Risks: This includes risks related to Counterpart, Co-financiers, Beneficiary, Contractors/Suppliers
    - Country Risks: This includes risks related to Political/Security, Economy and Legal Risks.
        - *Economic risks: how will macroeconomic situation impact the project during implementation and operations. What macroeconomic assumptions are made and why? How can the impact of economic growth, inflation, tax or subsidies, government policies be made favorable to increase project success? Can the impact of these risks be reduced?*
        - *Economic Resilience: Vulnerability of project to world events; impact of project on increasing economic vulnerability.*
        - *Site availability and permits from various agencies*
        - *Political Risks: This includes continued support from beneficiary/ government for project; change in government or key ministries or its structure; change in operating laws or regulations; war/ unrest; nationalization risk for potential beneficiaries which may invest after project completion; FOREX and capital flows laws; currency controls and exchange rate controls.*
        - *Legal and Policy Risks: Change in statute- taxes, environmental laws, employment laws, investment laws, H&S standards, change in strategy or sector policy etc that impact project during implementation and operations.*
        - *Pandemics that could impact pace of work.*
    - Economic and Financial Risks: This includes assessment of the following:
        - *Demand risk: how much demand is present for project goods/ services. Is the market growing or shrinking; what are local, regional and global trends? What are the alternative*

markets available. What alternate products can be produced if market for one product shrinks? What is the possibility or available off-taker agreements? What marketing strategies and consumer segmentation strategies can be used (different regional markets or different product categorization for example?)? What subsidies will be provided and what cost they will entail to government?

- *Price Risk: Are prices for products or services offered by project reasonable? How much can market price vary for inputs and outputs? How volatile are the prices? can the prices be locked or long-term agreements to secure prices available in any market? how much market power would project have in determining prices? Is there a govt set price? Are there subsidies available or required and how do they distort the market? Are prices determined locally or internationally? What is the ability to pass through inflation through high prices?*
- *Product Differentiation/ Competition: Is the service or product different from what is available in the market. Is the market competitive. Who gets the margins and how can they be maximized for targeted beneficiaries. Is the product solely provided by the project or government or other entity. What risks or benefits that entails? How will the product market change, competitors react or impact on behaviour of other providers of same products and services? Does the project "crowd-out" private suppliers market? Are their markets for "special" products such as organic production? Is country member of such agreements which offer access to these markets?*
- *Counter party or consumer risks: Can consumers pay for the product/ service. Do they have capacity or credit worthiness? Are their guarantees (such as govt guarantees) available that minimize the risk? What mechanisms are available if counter party defaults?*
- *Exchange rate risk: Is exchange rate risk significant. Is foreign currency available for operations? Will the counterparty be able to secure finance from market to buy the offered product and service?*
- *Resourcing Risks: Can the required materials, labor and other inputs to project during investment and operation be obtained at reasonable cost and time.*

        - *Financing Risk: is there a gap in project financing. What are the risks to obtaining the financing at reasonable rate and what alternates are available for cheaper financing? How will co-financiers engagement increase or change project risks and returns?*
        - *Volatility: how volatile the project cash flows are and what mitigation are available?*
- Social Risks: This includes assessment of the following risks:
    - *Environmental risks: the risks related to environmental hazards, environmental degradation, etc*
    - *Health risks: related to possible negative health impacts to project direct and in direct stakeholders.*
    - *Social unrest: such as widening social divides or possibility of creating conflict among different stakeholders.*
- <u>Project Risks:</u> This includes risks related to Design, Operations, Accessibility, Sustainability/Results, and Project Procurement Risk
    - Operational risks, including:
        - *Capex Risk: capital expenditure risk (or cost overrun)- what if it costs more then estimated and what has been done to mitigate this. What will be done if there is cost overrun?*
        - *Design risk: will the project deliver the intended results/ will it produce the required outputs? Will it work as per expected standards of operations (capacity and quality)? Will the outputs lead to desired outcomes? Will the desired design be delivered?*
        - *Processing Risk: will the technology or any production process in the project be able to process inputs/ raw materials as envisaged? Is it robust? Can raw material/ input be varied and still lead to same results? How much do we need to control the inputs quality to achieve intended production results? Are their by-product markets or can services be provided for other purposes then intended?*
        - *Construction risk, related to risks of contractors to deliver the assets on time. Availability of service providers and their capacity.*
        - *Technological risk: Will the technology used work in the project context as intended? Do we have guarantees? Are their test runs or defect liability period? Who holds this risk.*

- *Obsolescence risk: will the technology become obsolete before the intended project life? How can we leave possibilities for upgrades? How much investment is worth putting. How would new technology impact the project?*
- *Volume risk: will the project solution(s) be able to deliver if scale changes? What would be the costs of such scale changes? How can we improve sustainability at low volumes? Can volume be scaled up or down quickly?*
- *Input risks: Are relevant inputs available for delivery and operations of project. What happens if their price changes. Do we have supply guarantees?*
- *Timing Risk: Delay in achievement of various milestones and overall completion and operational timelines.*
- *Operations and maintenance risks including: (i) available capacity locally, (ii) available markets; (iii) costs and funding source; (iv) any subsidies available? (v) management structures?*
- *Site risks: such as suitability of site for intended project activities. Initial assumptions about site don't hold true.*
- *Labor risk, such as non-availability of skills or labor strikes and wage disputes during implementation or operation.*

  - Executing/ Implementing Agency Risks: This includes risks related to Capacity, and Fiduciary Risks
    - *Adherence to IsDB procedures*
    - *Capacity of EA to implement the project on time.*
    - *Financial mis management.*

- Defining Risk Mitigation Measures with clear Responsibility for each risks in the Risk Matrix: Determine appropriate response strategies and actions for each individual risk
- Risk Management Plan: Highlight the plan and mechanism to monitor the identified high impact risks during implementation of the project for overall project risk mitigation

Provide Risk Matrix as below:

Risk Category	Risk	Risk Impact Level	Likelihood	Mitigation Measure	Risk Impact after Mitigation	Responbile to manage	Risk management strategy

LF ref.	Risks	Potential adverse impact	Risk level (H/M/L)	Risk management strategy	Responsibility
1	The Program Stream Coordination Unit (PSCU) and ASEAN Secretariat (ASEC) staff do not establish an effective working relationship	Delays in processing proposals through the committee endorsement system	M	Annual Managing Contractor/PSCU staff performance assessment by co-chairs of Joint Selection & Review Panel (JSRP) and appropriate remedial action taken by all parties	Delegation, ASEC and Contractor
1	Promotional activities do not generate an adequate number of quality proposals that meet selection criteria.	Under-commitment of funding and/or selection of relatively poor quality proposals for implementation	L	Widespread and intensive promotional activities using a variety of media and dissemination channels	Contractor
1	Regionality requirements are difficult to meet	Under-commitment of funding, or approval of proposals that could be better handled through bilateral programs	M	Activities only require one European and one ASEAN ***implementing*** partner, but will be open to participation by all member countries	JSRP at appraisal
1	There are not enough 'new' ideas, rather 'old' re-hashed proposals	Expected benefits of the RPS are not fully realised. Good new ideas may be left out of the RPS portfolio	M	Application guidelines and JSRP appraisal checklist emphasise preference for 'new' innovative ideas	JSRP
1.1	Contractor staff for the PSCU are not acceptable to ASEC	Delays in commencing implementation of the RPS	M	EC sends copies of short-listed bidders proposals to ASEC and invites ASEC to sit on selection panel	EC
1.1	Roles of PSCU and European based staff of the contractor are not clearly defined	Duplication of functions and confusion	M	Clear functional roles established during the preparatory stage, building on draft TOR presented in this design document	AMC
1.2	EC and ASEC do not appoint appropriately qualified/skilled members to the JSRP	Inadequate appraisal of proposals and selection of 'weak' activities for implementation	L	EC and ASEC must commit adequate time/resources to the JSRP process. Stringent appointment process.	EC and ASEC

H= High, M=Medium, L=Low

Project Sustainability:

28. Taking into account the various risks and mitigation measures identified in the Project Risk Matrix, provide a general summary of the effectiveness of the measures to ensure sustainability of the proposed intervention with respect to the following dimensions:

- **Economic Sustainability:** It addresses the economic effectiveness and expected economic impacts of this project over its life cycle. It should assess the impact of the project on economy and sector as well as associated costs to economy. Economic sustainability also entails potential wider economic benefits that may not be captured through the EIRR and how they will lead to sustainability of project results.
- **Social Sustainability**: It describes how the project would impact the poor, vulnerable groups and some target groups such as youth, women, and how the project would strengthen social cohesion and enhance social inclusiveness. It also entails any impacts that the project may have on the safety and security of the people in addition to any other socio-economic impacts it may have (such as new employment opportunities). It should demonstrate the positive and negative impacts of the project on social structure and whether that would lea to continuation of project benefits or risk its sustainability. Conduct distribution analysis covering: (i) Which group benefits and loses. ; (ii) Is it in line with the targeting. (iii) What kind of incentives and disincentives are created as a result of this and is it assessed in the risk and assumption analysis.
-
- **Environmental Sustainability**: It describes the entire life cycle of the project (construction, maintenance, and operation) and its impact in each of these stages on the surrounding environment as reflected by the Environmental and Social Impact Assessment (ESIA). It also takes implementation of the Environmental and Social Management Plan (ESMP) into account. In addition, resilience of the project to the long-term risks from climate change (climate change resilience) may also be highlighted in this section.
- **Operational Sustainability**: It is a cross-cutting criterion that addresses some of the main weaknesses usually found in projects, namely: i) Operation and Maintenance (including setup and budget availability); ii) Institutional Capacity, and Regulatory Framework and government support; iii) Resilience of the project results and Implementation to exogenous factors (i.e., resilience to risks).

29. Particular importance is to be made on the mechanisms agreed that allow local stakeholders to provide feedback and to monitor implementation of such mechanisms.

I. Project Feasibility

This section assesses the feasibility of the various aspects of project

Technical and Operational Feasibility:

30. Provide an assessment of the technical and operational feasibility of the project, outlining how the project achieves to answer the following questions. <u>This not a YES or NO answer but should be detailed assessment substantiated by relevant evidence and information. This needs to be very detailed to allow IsDB to assess the project feasibility independently:</u>
    - Will the technical solution/ design of overall project proposed address the key problem being addressed and development objective being achieved?
    - How does project address the sector binding constraints (regulatory, infra or policy related).
    - What is the performance of the Public entity providing services, its management and government finances for the sector and entity.
    - How does the project contribute to demand, affect cost, promote technology.
    - What are the new investments expected in sector and how will they impact project.
    - Is project the best way to address the issue.
    - What are the government interventions (taxes, subisidies, price controls etc) that support or hinder the project results.
    - Demand – supply analysis of the sector and other sources of supply.
    - What is the Government sector development plan and how will it impact the project deliverables.
    - How well proven the proposed design solution is in other projects/ countries.
    - What technology is proposed and what pros and cons it has. Has it been tested elsewhere?
    - What are the assumptions within which the proposed solution will operate? How well can it operate if assumptions don't realize?
    - How well can the technology operate in different circumstances.
    - What is the capacity available locally or internationally to implement the proposed solution.

- What kind of operational expenses, equipment, other resources will be needed in implementation and during operations? Are they available? Who are the suppliers for these items/ resources/ technologies.
- What potential operational and managerial problems can be experienced in managing the provided assets as well as any key technology and equipment?
- How robust is the proposed solution to meet the demand of beneficiaries.
- How long and what key items would need to be replaced?
- Can the project be done within the planned cost and time and other resources?
- Is the technology adequate?
- Upon completion, is the project capable of operating as planned?
- Does the country poses capacity (management, manpower etc) to implement and operate the project?
- Can the project sustain for its planned lifetime?
- Are implementation arrangements adequate to implement the project?
- Are post-project implementation mechanisms for operation adequate?
- How will the supervision consultants be engaged?
- What capacity building aspects have been included for successful implementation?
- Are operational risks, such as capital expenditure risk, design risks, processing risks, technology risks, obsolescence risks, volume risks, and input supply risks and their mitigation adequate? Assess the overall operational and technical risk.
- What other alternate design and technology alternates are available and why were they not considered?

Economic and Financial Analysis and Feasibility:

Alternative Solutions: This section should outline key alternative solutions which have been rejected in favor of project design. The alternative solutions could entail different options in following areas:

- With or without project
- scale of project
- beneficiaries
- type of outputs/ services
- technology

- location
- starting date
- sequencing of components
- Implementation arrangement

Financial Analysis and Feasibility:

31. This section should provide the detailed description of the project's financial analysis undertaken to determine its financial viability when compared to alternative project options. Provide the financial analysis of the project that answers the question, 'Is the financial rate of return acceptable?' Additionally, mention the key assumptions underlying the financial analysis, including the key risk factors based on the results of sensitivity analysis.

32. The financial analysis should take into account the various financial costs and benefits (at market prices), as follows:

- Revenues
- Operating Costs
- Capital Costs
- Working Capital

33. The financial analysis and feasibility should look at factors such as:
    - total production or marketable output/ services generated by the project, the amount/ volume of that output/ services
    - size and nature of the market where these outputs/ services will be sold. Who are the target consumers/ off-takers and what determines their demand; what is their socio-economic situation.
    - Demand for project services and price curve
    - Total demand and share taken by project
    - Impact of project on prices and tariffs.
    - Future growth trends of the market and what can terminate the demand. What are the competitive, social or political advantages that project produced services/ output has over alternates?
    - Impact of local and global macroeconomic situation on project finances and cash flows (both inputs and outputs), including economic growth, inflation, exchange rate, taxes and subsidies, trade regimes, labor laws etc.
    - Factors impacting the demand for the product in short term and over the project period
    - Price at which the products can be sold

- Recent and long-term trends in pricing and what can impact that, both locally and globally depending on the projects products/ services.
- Costs at which inputs are available and what are their cost determinants.
- What are the prevailing price distortions and sources of distortions: Taxes/ price controls/ imperfect market.
- Exchange rate movements and trends that could impact the project costs and prices
- Possibility and nature of any "off-taker" agreements
- Ability of consumers (or those paying on their behalf) to pay
- cost for production/ investment over the project lifetime
- Factors that impact the inputs availability and cost
- CAPEX and OPEX costs determinants
- Assessment of all financial and economic risks as stated in the risk section.
- What guarantees, warranties and other securities are available that impact risks to cash flow.
- Project reliance on FOREX and mechanism of its availability during investment and operations stages
- If other co-financiers are involved, can the project be financed at reasonable rates. What alternate financing channels are available? Is the chosen financing best and most practical among various options available?
- Is the FIRR of project comparable to other such projects locally or internationally?

34. Additionally, all the assumptions underlying the financial analysis must be clearly stated with appropriate reasoning.

35. The following financial indicators of the project should be used to determine the financial viability of the project:

1. Net Present Value (NPV)
2. Financial Internal Rate of Return (FIRR)

36. Describe the results of project sensitivity analysis and identify the key risk factors that will have the maximum impact on the financial returns of the project. Key severe risks identified in the project risk matrix should be analyzed using sensitivity analysis to determine their impact on project FIRR as well as benefits.

Economic and Social Analysis and Feasibility (Separate Social Feasibility should be done when project is of "Social Nature"):

37. This section should provide the detailed description of the project's economic analysis undertaken to determine its economic viability when compared to alternative project options.
38. Provide the economic analysis of the project that answers the question, 'Is the benefit/cost ratio for the country acceptable? and what Economic and developmental benefits are generated from the project, which may not be measurable. It covers the impact of the project on wider society and economy. It should incorporate benefits that associate to wider shareholders beyond the direct stakeholders such as project lenders, operators, and employees/ labor engaged. The economic feasibility should assess the project impact on:
    - Broad employment outcomes and multiplier effect of the project
    - Health outcomes
    - Educational and improved capacity outcomes
    - Growth of economy
    - Poverty reduction
    - Women empowerment
    - Improved governmental services.
    - environmental benefits
    - Additional tax revenue
    - Economic resilience and diversification
    - Increased forex or exports

It should also evaluate and analyze any negative impacts of the project and how they have been mitigated in project design, including:

- Environmental degradation, hazards, habitat destruction
- negative health outcomes such as accidents, health hazards during construction or operations for labor or community
- impact of traditional lifestyle, culture or local population
- Economic vulnerability such as making the economy more vulnerable to world economy downturn or global pandemics
- Negative impact on balance of payments
- Increased inequality
- Increased vulnerability to any disasters or natural risks
- Increasing social tensions among various groups

To the extent possible, the feasibility should quantitatively measure the project economic impacts quantitatively using best assumptions and expected impacts on these indicators. The details of environmental, social, gender and resilience should be thoroughly captured in relevant sections of the Feasibility Report. The summary of that assessment can be presented here.

39. This should yield cost-benefit ratio for the project by incorporating all costs and benefits of the project. The cost-benefit analysis should be done for with and without project scenarios:

40. Economic analysis also reflects the efficiency in which a project's economic resources are used to deliver its outcomes, which is primarily measured by the economic internal rate of return (EIRR) of the project. This entails assessing alternate ways of resolving the problem. Additionally, mention the key assumptions and parameters used in the economic analysis.
41. The alternative analysis should be provided covering:
    - Is the project most efficient way of addressing the issue.
    - What other alternates are available and at what unit cost of output?
    - Is there a quality difference between outputs of different alternatives.

42. The economic analysis should take into account the various economic costs and benefits (valued in terms of shadow prices), as follows:

- Revenues
- Operating Costs
- Capital Costs
- Working Capital

43. Additionally, all the assumptions underlying the economic analysis must be clearly stated with appropriate reasoning.

44. The following financial indicators of the project should be used to determine the economic viability of the project in comparison to alternates (EIRR of other alternate should also be ideally calculated):

1. Economic Net Present Value (NPV)
2. Economic Internal Rate of Return (EIRR)