

Government of Nepal
Ministry of Local Development
Department of Local Infrastructure Development and
Agricultural Roads
Project Coordination Unit (PCU)

Rural Reconstruction and Rehabilitation Sector
Development Program (RRRSDP)

Project Number: 40554

ADB Grant Number: 0093

MONTHLY PROGRESS REPORT NO. 3

March 2009

Submitted to:

Project Coordination Unit (PCU)

Project Office: Ekantakuna, Jawalakhel,
Lalitpur, Nepal

email: info@rrr.gov.np; rrrsdp@dolidar.gov.np

Website: www.rrr.gov.np; www.dolidar.gov.np

Tel: 977-1-553660/691; Fax: 977-1-5531119

Submitted by:

Central Implementation Support Consultant (CISC)

(JV Consultant: SKAT in association with ERMC-MULTI)

email: cisc.rrrsdp@gmail.com;

Tel: 977-1-5537075/5536690/5537074

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MONTHLY PROGRESS REPORT (For the Month of March 2009)

1. INTRODUCTION

The Government of Nepal (GoN) with the grant assistances of Asian Development Bank (ADB Grant 0093 NEP signed on January 14, 2008), Department for International Development (DFID Grant signed on November 14, 2008), loan assistance of OPEC Fund for International Development (OFID Loan 1185 P signed on April 21, 2008), technical assistance grant of Swiss Agency for Development & Cooperation (SDC: TA agreement in process), counterpart fund of GoN and beneficiaries contributions has been undertaking the Rural Reconstruction and Rehabilitation Sector Development Program since January 2009. The project period covers until end of December 2011 and the total cost of the project is USD 106.8 million (revised November 2008).

2. BRIEF PROJECT BACKGROUND

The overarching goal of the project is to reduce the poverty. In order for achieving that goal the program has designed its objectives to improve connectivity, enhanced economic and employment opportunities and to ensure increased access to market and social services of rural communities.

The project outputs include (i) improved rural roads; (ii) developed and improved community-based supplementary rural infrastructure; (iii) enhanced equity, employment, and income opportunities for the poor and disadvantaged; (iv) strengthened institutional capacity of Ministry of Local Development (MLD), Department of Local Infrastructure Development and Agricultural Roads (DoLIDAR), District Development Committees (DDCs), and communities; and (v) improved project management.

Hardware components include reconstruction or rehabilitation as outputs for improvement/upgrading of 859 km of rural roads in 20 core districts. Local road building groups (RBGs) will be engaged for new construction and for LEP approach. And contractors will be engaged for specialized, more technically complex works like bridge, heavy structures, drainage and road pavement works.

Besides, a cumulative 1,319 meters in about 50 motorable bridges will be constructed for all-weather roads. The project will also construct 1360 community infrastructures such as school infrastructure, social and market facilities, micro-irrigation, foot trails inclusive of 130 trail bridges in 20 core districts (out of which 96 numbers in 13 districts already decided with support from TBSU) and 591 rural watersupply and sanitation (RWSS) schemes in 38 districts.

Software component requires beneficiary's participation integrating poor, minorities, marginalized and disadvantaged people with inclusion as the basic condition of this project in

line with the national policy that supports deprived and poor community development and their empowerment.

It aims to promote RBGs into SHGs by giving education for capacity enhancement, demand-driven skills training, and support for income generating activities (IGA). The IGA training will cover areas such as agriculture and livestock, forestry and soil conservation, micro-enterprise and skills development, and social (health and literacy) awareness and legal rights. The project will also assist to link communities to government line agencies, financial institutions and other service providers.

This project specifically targets for building on institutional capacities for implementation of rural infrastructure projects and O&M; enhancing fiduciary management and social safeguard compliance; and developing integrated framework for donor harmonization.

As part of the project management services (PMS) a fully staffed Project Coordination Unit (PCU) has been established under the Department of Local Infrastructure Development & Agricultural Roads (DoLIDAR) umbrella for the project. PCU, assisted by Central Implementation Support Consultants (CISC) and Individual Consultants (ICs), provides coordination and guidance for all facets of project implementation, including engineering, safeguards (environment, social, and resettlement), financial management, and procurement.

Similarly a District Project Office (DPO) headed by the DTO Chief has been established under the umbrella of DDC in each of the 20 core project districts. Here again DPO assisted by the District Implementation Support Team (DIST – Consultant) (a) prepares annual work programs; (b) finalizes detailed subproject designs; (c) ensures compliance of all safeguard measures; (d) supervises entire construction activities; (e) organizes community level training and public hearing and social auditing; and (f) arranges procurements.

In similar manner RRRSDP has provided a team of Individual Consultants (ICs: one water supply engineer, a sub-engineer, and an assistant sub-engineer: plus hiring of social mobilizers is being processed by PCU) in each of the 18 DRILP districts to implement supplementary infrastructure subprojects (rural water supply and sanitation only) and works with the existing DPOs of DRILP in which the above said RWSS ICs are attached.

3. CENTRAL IMPLEMENTATION SUPPORT CONSULTANT (CISC)

The CISC consulting services for supporting the PCU/RRRSDP (called the Client) was awarded to the joint venture company of SKAT Swiss Resource centre and Consultancies for Development, Switzerland in association with ERMIC (P) Ltd., and MULTI Disciplinary Consultants (P) Ltd., Nepal (collectively called JV Consultant) on a time based contract to provide consultancy services to the Client with required expertise/professional inputs/skills and technical resources. The agreement by and between the Client and the JV Consultant was signed on November 24, 2008.

CISC assists the central implementing agencies - PCU under DoLIDAR and district implementing agencies - DPOs/DISTs, DTOs and DDC by providing efficient and effective managerial/ technical supports & backstopping in the implementation of the project. The JV Consultant inputs cover expertise related to engineering, construction supervision, quality control & assurance, social, environmental and resettlement associated supports, training and capacity building, planning, monitoring & evaluation, and project management.

Specialized inputs that cover environmental management, resettlement & compensation policy, procurement procedures and fiduciary & financial management are being provided by four Individual Consultants (ICs) directly hired by RRRSDP/PCU in March, 2008 about eight months before the JV Consultants (CISC) was fielded in mid December 2008.

3.1 Scope of the Consulting Services

In accordance with the Terms of Reference (ToR) for consulting services, the scopes of works are presented briefly as below.

- (a) CISC team provides technical and managerial support to:
 - I. deliver the planned outputs & outcomes on schedule,
 - II. backstop the implementing agencies at the district level,
 - III. ensure the compliance with safeguard policies (related to social, environmental & resettlement),
 - IV. meet the reporting requirements of GoN and ADB, and
 - V. enhance institutional capacities of the central and local institutions involved in rural infrastructure sector.
- (b) CISC is going to establish a comprehensive management support system, a project institutional framework and necessary administrative and management procedure to achieve the project objectives and meet the requirements of GoN and ADB.
- (c) Besides it will carry out works to updating DRILP Project Procedure Manual (PPM) and for defining flowcharts, specifications, standards, methodologies, procedures, guidelines, forms & formats and documentations for all key aspects of project implementation.
- (d) CISC will coordinate the district implementing agencies in the process of-
 - i. preliminary assessment (feasibility/walkover surveys) and prioritization of sub-project,
 - ii. technical, environmental, social and economic studies including baseline surveys of prioritized sub-projects, and
 - iii. detailed survey, design and estimates as well as environmental mitigation plan, social action plan, and resettlement plan for the sub-projects.
- (e) CISC through the IC-Procurement will assist in the preparation of procurement plans (including review of specific packages) based on work programs of PCU and district implementing agencies and guide them with standard procedure and formats for the procurement of works, goods, and services under the project in accordance with LBFAR, GoN procurement act and regulations and Grant Agreement.

- (f) CISC through a Planning, Monitoring & Evaluation Consultant (to be hired soon) will assist PCU in establishing computer aided Project Performance Management Systems (PPMS) with database system and communication/feedback mechanism for districts to central level.
- (g) Similarly, it will assist and advise DTOs/DPOs to submit project report in the prescribed formats.
- (h) CISC will conduct and facilitate training for central level and district level implementing agencies for capacity building.
- (i) CISC team members shall perform the tasks as prescribed in detailed ToR of Individual Personnel under CISC and any other tasks as required by PCU.
- (j) CISC will have a role of facilitating for coordination for donor community as and when required.
- (k) It will also undertake role of assisting DOLIDAR/PCU to develop the Sector Wide Approach (SWAP) inclusive of its piloting programs as part of SWAp process.

3.2 Team Composition

A core team of the JV Consultant in CISC comprises of the following team members:

Consultants/Associates	Person- Months		
	International	National	Consumed as of Mar 31, 2009
Consultants			
Team Leader (Rural Infrastructure Specialist)	24		0
Deputy Team Leader (Construction Engineer)		42	3.5
Social Development Specialist		36	3
Environmental Management Specialist		24	Resigned, so to be fulfilled
Rural Water Supply and Sanitation Specialist		42	3.5
Resettlement Specialist		36	PCU directly hired
Rural Infrastructure Engineers (2)		84	7
Regional Social Coordinators (2)		60	6
Bridge Specialist		24	0
Financial Management Specialist		24	PCU directly hired
Procurement Specialist		24	PCU directly hired
Rural Development Policy/ Aid Effectiveness	9		DFID takes care.
Unallocated (Technical Audit		32	0

Consultants/Associates	Person-Months		
	International	National	Consumed as of Mar 31, 2009
Specialist, Quality Assurance Specialist, Impact Evaluation Specialist, Training and Capacity Building Specialist, Decentralized Planning and Implementation Specialist, Planning, Monitoring & Evaluation Consultant)		(Provisional)	
Sub-Total	33	428	
Associates			
Resettlement Assistants (3)		90	
Environmental Assistants (3)		54	
Unallocated (Junior Professionals)		48	3.5

Now CISC full staff has been working in the team, except the Team Leader (TL). In response to the JV Consultant’s proposal to recruit a new Team Leader in February, PCU is processing for concurrence from ADB with recommendation. See **Annex A** for details of CISC JV staff.

There are provisions to hire short term specialists in the areas of awareness-building, bridge engineering, technical audit, quality assurance, planning/monitoring & evaluation, training & capacity development, decentralized planning & implementation, bioengineering, transport economy, geology and geotechnical engineering, and impact evaluation. The actual expertise will be flexible and dependent on the needs of the project. CISC will make requests for the services in consultation with PCU from time to time.

A Project Facilitator has been assigned from ERMIC on behalf of the JV Consultant to make overall coordination, liaison and facilitate various administrative requirements of the project.

Besides the JV Consultant’s team in CISC, four Individual Consultants (ICs) hired directly by PCU have been supporting CISC in their respective field of expertise. They work under the leadership of the TL. The IC for resettlement is being assisted by 3 resettlement associates from the JV Consultant.

3.3 Work Responsibilities of CISC's Team Members

The contract defined responsibility and task of the key CISC team members, but not limited to, are depicted in **Annex B** in tabular form for a quick reference.

For a smooth and efficient implementation and monitoring of RRRSDP activities, the RRRSDP core districts have been clustered as tabulated below as officially approved by PCU in February 2009.

From the CISC team the focal persons of Engineers, Social and Resettlement have been assigned tasks and responsibilities for supervising, monitoring and reporting as required. This, however, does not limit their work scope of looking after other districts on an as-needed basis.

Cluster	Name of Core Districts
I	Dadeldhura, Rukum, Rolpa
II	Manang, Mustang, Parbat
III	Kathmandu, Lalitpur, Bhaktapur, Chitawan
IV	Kavre, Sindhupalchowk, Dolakha, Sindhuli
V	V(i) Jhapa, Ilam, Panchthar; V(ii) Morang, Sunsari, Dhankuta

4. DOCUMENTS AND LITERATURE REVIEW

CISC team has more or less completed reviewing of the project related documents as relevant to the project works. Referencing documents, standards and reports are also there in its documentation, collected from DoLIDAR, RAP, DRSP, RCW, DoR, ICMOD, GTZ, ERM, MULTI, DWSS, Community Based Rural Water Supply Project/ Fund Development Board. Also some books were purchased.

CISC internal meeting is being regularly held on a weekly or fortnightly basis (seeing the necessity and the field visits), where sharing of information, planning and monitoring progress of works are done. It is proposed that a fortnightly or monthly meeting together with PCU should be also organized.

Information is being gathered from the district about project status, issues, and concerns to implement the project activities. Also the current status of subproject selection of each district will be studied / examined for meeting criteria along with district's organization, capacity / capability, specific issues and their probable solutions during field visits. Subsequently the CISC team is getting into clearer picture of the project status, challenges, issues and outputs needed.

5. ASSIST PCU IN DAY TO DAY PROJECT MANAGEMENT AFFAIRS

The CISC team has been assisting PCU to administer day to day project management activities related to coordination and guidance for all facets of project implementation, including engineering, safeguards (environment, social, and resettlement), financial management, and procurement. Further support to PCU in day-to-day management of the project activities will continue, amongst others, to:

- review all kinds of sub-project feasibility/walkover reports, detailed project reports (DPR) to ensure that these are as per the project framework and comply with guidelines, criteria and procedures,
- review multi year rolling plan, yearly plan and other action plans submitted by DPO for project implementation,
- liaison with DTO/DPO and DIST and provide necessary backstopping, guidance and advice,
- prepare ToR, specifications and project related guidance, processes or directives as per RRRSDP,
- monitor budgeting and financial disbursements of the sub-projects (through central IC Specialist),
- monitor implementation of environmental mitigation plan (through central IC Specialist),
- monitor implementation of resettlement plan (through central IC Specialist),
- identify problems/issues, evaluate them in consultation with PCU and recommend remedial measures,
- prepare and submit appropriate reports to the DoLDAR, MoLD and the Bank,
- assist to maintain liaison with the donor agency,
- participate in technical audits, review missions, mid term evaluation and final evaluation of the project,

- produce the progress reports including completion reports, etc.

6. CISC WORK SCHEDULE

The Work Schedule comprising of major activities in a logical order have been captured for regular review and for all kinds of reporting. They are also meant to discuss in the CISC internal team and with PCU for gauging the track.

The Work Schedule also uses estimates of the duration of various activities and the timings of major events/deliverables. Nevertheless, they are subject to modifications or adjustments and refinement in consultation with PCU as situation demands during the progress of the services.

Refer to **Annex C** for the presentation of the Gantt Bar Chart.

7. ORGANIZATIONAL AND IMPLEMENTATION FLOW CHARTS

Preparation of organizational, institutional and implementation flowcharts are not only very vital but also useful for dissemination to all stakeholders and implementers of the project for easiness in grasping and for common understanding about the processes in a systematic manner and about the responsibilities, tasks and activities. These flowcharts also work as basic guidelines to implement the project activities. Therefore CISC team in consultation with PCU made a joint effort to prepare these flowcharts for implementation and retouched other already existing charts of the projects, as necessary. The flowcharts as reproduced in **Annex D (D-1 to D-9)** belong to the following headings for a quick reference:

- i. Institutional Arrangement Chart (source: PAM - slightly modified by PCU)
- ii. Project Coordination Unit (PCU) Organization Chart (Source: PCU)
- iii. Central Implementation Support Consultant (CISC) Organization Chart
- iv. Rural Road (RR) Implementation Flow Chart
- v. Rural Water Supply & Sanitation (RWSS) Implementation Flow Chart
- vi. Involuntary Resettlement Flow Chart: Land Acquisition Process
- vii. Involuntary Resettlement, Planning and Implementation Flow Chart
- viii. Environmental Assessment Flow Chart (Source: PAM)
- ix. Social Implementation Flow Chart

8. KEY ACTIVITIES OF MARCH 2009

The following key activities were done in this reporting month of March 2009:

- Finalization of Brochure (Flier) and Introductory News Letter with PC in first week of March done.
- Orientation and training of DTOs/DPOs and further new DISTs from 9 core districts conducted and proceedings prepared.

- Brainstorming for ToC for Inception Report prepared for initial internal discussion.
- Brainstorming on possible training topics in all sectors by QSC prepared and submitted to PCU. This is to be screened by internal discussion and with PCU.
- Typical drawings and other rural road standards collected from DRSP and DRILP for our reference and use.
- Draft list of laboratory testing equipment and accessories submitted to PCU.
- Gave comments on survey and design reports of subprojects.
- Project Coordinator/PCU participated in the finalization process and gave approval of formation guidelines and ToR for VICCC, VIUG, RBIC and RBG. They have been circulated to all districts.
- Demonstration training of QSC professional staff on Global Positioning System (GPS) was done by an expert sent by ERMIC.
- With a view to apply fast track approach, memo to PCU submitted to arrange with ADB for a relaxation for awarding civil construction works without waiting for final deed transfer if every official and defined procedures before the deed transfer has been lined up and compensation money deposited.
- Prepared technical notes on controlled blasting for inclusion in the DPR of road subprojects when needed. The first inclusion will be done in Kavre road of Khopasi – Taldhunga.
- Request PCU to fill the vacant position of Environmental Specialist is made.
- Consulted ISAP/DRILP/RAIDP/RAP for the system of monitoring and database.
- Prepared ToR for hiring one Planning, Monitoring and Evaluation Consultant by PCO.
- Participated in the RRRSDP Review Mission (ADB/DFID/SDC/OPEC/PCU) and also prepared a progress report for submission to the mission team in advance.

9. CISC OUTPUTS FOR THE PERIOD OF MARCH 2009

The CISC outputs as a result of the various activities of the reporting period have been presented below:

9.1 General Outputs Common to All CISC Sectors (March 2009)

1. Comments suggestions on the feasibility/walkover survey of Naubise – Chautara - Nawalpur- Melamchi road, Sindhupalchowk
2. Comments suggestions on the feasibility/walkover survey of Sildhunga – Jethal – Tauthali - Tekanpur road, 23.5 km, Sindhupalchowk
3. Continuous involvement in preparing Project Procedure Manual – Still ongoing!
4. Preparation of Multi-Year Rolling Plan for RRRSDP as a whole for central level activities – draft final stage for submission and approval of PCU. Based on this rolling plan yearly plan will be prepared soon.

5. Comments/suggestions prepared on the detailed project report of Khopasi – Kamidanda – Taldhunga road (10km), Kavre and assisted in finalizing the corrections including technical justification and procedures for controlled blasting.
6. Re-orientations provided during field visits to DTOs/DPOs and DISTs (including briefing to LDOs & political party representatives about the project) on RRRSDP and general training on resettlement, social, environment and engineering aspects.
7. Participated in the planning (kickoff) meeting of 3rd RRRSDP Review Mission held between ADB, DFID and PCU on 17 March.
8. CISC participated in the meeting (as part of the 3rd Review Mission) organized by DFID inviting ISAP, RRRSDP, DRILP and RAP to discuss and implement project performance monitoring system including design and monitoring framework in RRRSDP and for uniformity in all rural road projects. Other topic discussed was supporting SWAp process as one of the components of RRRSDP.
9. Gave comments on the “Zero Report of Assessment of Nepal RRRSDP Based on Integrated Environment Climate Change & Disaster (IECDA)” to DFID.

9.2 Rural Road (RR) & Supplementary Infrastructure (except RWSS) Engineering Outputs (March 2009)

1. Reviewed of detailed engineering report of trail bridge of Sano Khanda trail bridge, Batase VDC 6, 8, Sindhupalchowk.
2. Prepared checklist for evaluation of a proposed Trail Bridge Sub-project.
3. Compilation/preparation of Standard Drawings (draft) for use by DIST/DPO.
4. Compilation/preparation of different engineering related forms and formats for use by DIST/DPO.
5. Continued collection/compilation of some training materials from other rural road projects for engineering training at district level.
6. Lab testing tools/equipment for rural roads and RWSS to be furnished to RRRSDP districts rechecked, finalized and submitted to PCU.
7. Gave comments on Koshi Flood Rehabilitation RR survey work estimates.
8. Prepared checklist for evaluation of a proposed Trail Bridge Sub-project.
9. Continuous involvement in preparing Project Procedure Manual – Still ongoing!

9.3 Rural Water Supply & Sanitation (RWSS) Outputs (March 2009)

1. Detailed Implementation Guideline (in Nepali) as required by PCU prepared and submitted for broader circulation
2. Finalized norms of RWSS sub-projects survey work

9.4 Environmental Outputs (March 2009)

1. Prepared sub-contents of ToC of detailed survey on environmental component.
2. Prepared REA checklist for suspension bridge sub-project.
3. Participated in Consultation Workshop on "Integrated Environment, Climate Change Adaptation and Disaster Risk Assessment" Organized by DFID (20 March).

4. Approval of ToR of Sunkhani – Sangba road subproject, Dolkha by MoLD.
5. Comments on ToR for IEE of Chame - Khangsar road sub-project, Manang.
6. Comments (including assistance for reporting) on DPR (environmental component) of:
 - Ketuke Bhirpani Water Supply Sub Project Unbu (Dhepti), VDC, Okhaldhunga
 - Unbu Water Supply Subproject, Unbu VDC, Okhaldhunga
 - Kerauswara Water Supply Sub Project, Narayans than VDC, Okhaldhunga

9.5 Resettlement Outputs (March 2009)

1. Land donation agreement with affected people (APs) in the 10 km section of the Khopasi - Kamidanda - Taldhunga road subproject has been done

9.6 Social Outputs (March 2009)

1. Revision and updating matrix of activities under social aspects.
2. Revision and updating training contents under social part.
3. Assisted in preparation of Multi-Year Rolling Plan.
4. Revisiting of Flow Chart for Social activities.

9.7 Financial Outputs (March 2009)

1. Assisted PCU to prepare annual budget and program for the next F.Y 2009/2010
2. Assisted PCU to prepare updated progress report from January-mid March, 2009 for Review Mission by March 16, 2009.
3. Assisted to the Account Section of RRRSDP to prepare the WA No. RRRSDP/ 00005 for replenishment to the Imprest Account.

9.8 Procurement Outputs (March 2009)

1. Preparation of bid evaluation formats for districts.
2. Prepared TOR for Consultancy services for Survey and Design of Koshi flood damaged rural roads.
3. Reviewed shopping documents for goods submitted by DPO, Sindhupalchowk and Bhaktapur and advised necessary corrections.
4. Prepared formats to be used by Road Construction Implementation Committee (RBIC)
5. Reviewed the bidding documents for works for NCB submitted by DPO, Kavre and prepared the comments for corrections after a discussion with DTO Chief and DIST Team Leader.

10. PROPOSED TENTATIVE ACTIVITIES FOR APRIL 2009

- Participate in the Review Mission's follow up meetings, when invited.
- Field visits to clusters 1 & 4 will be done (proposals to be submitted to PCU).
- Norms for feasibility/ walkover study or survey for both RWSS and RR to be prepared.
- Finalize Multi Year Rolling Plan.

- Finalize Project procedural Manual.
- Orientation of newly recruited ICs (Social Mobilizer), new last 2 DISTs of Kathmandu and Jhapa in Kathmandu and others during field visits.
- Prepare ToR for Planning, Monitoring & Evaluation Consultant for processing for hiring by PCU.
- Develop monthly progress reporting format for uniform reporting by districts (DPOs).
- Follow up for status of the CV approval of the new TL proposed by JV Consultant by PCU and concurrence by ADB.
- Prepare and finalize ToR for Social Mobilizer as IC (as advised by 3rd Review Mission) to be fielded in 18 DRILP districts to support RWSS subprojects under RRRSDP.
- Meet TBSU to get status of the trail bridge projects from RRRSDP financial support.
- Submission of Final DPR of Khopasi – Kamidanda – Taldhunga road to PCU for processing for concurrence from ADB.

11. MEETING, WORKSHOP AND TRAINING

During this reporting period, different workshops and training sessions were conducted by PCU with the support of CISC. The orientation training was focused on RRRSDP as a whole and the training emphasized on the engineering, environment, resettlement, financial management, procurement and other project related matters/aspects required for execution/implementation.

- ❖ RRRSDP Orientation Workshop for TOs/DPOs/New DISTs of 9 Core Districts (Rolpa, Rukum, Chitawan, Sunsari, Morang, Dhankuta, Panchthar, Parbat & Mustang) at LDTA Lalitpur (March 1 - 2, 2009). The DIST teams for Jhapa and Kathmandu are not yet in place due to re-advertisement for recruitment.
- ❖ Oriented and trained the newly recruited second lot individual Consultants (Engineers, Sub Engineers, Assistant Sub Engineers) of DRILP districts about RRRSDP as a whole including training on RWSS schemes, social aspects, procurement and financial management system at PCU Hall (31 March 2009).

Proceedings of the training / workshop have been all prepared and submitted to PCU.

12. CISC FIELD VISIT RECORDS UNTIL MARCH 2009

1. IC-Resettlement visited DDC and DTO/DPO in Kathmandu (April 2008)
2. IC-Resettlement visited sub-project area of the Kavre district and got acquainted about field situation (May 2008)

3. IC-Resettlement visited Parbat DPO and obtained information about four subprojects and DPO Office establishment (July 2008)
4. IC-Resettlement visited the initial 9 km stretch of DRILP Baglung- Ghodabadhe (25 km) project in Baglung (July 2008)
7. IC-Resettlement visited Dolakha for orientation/interaction program (August 2008)
8. ICs (Environment, Resettlement & Procurement) participated with RRRSDP 2nd Review Mission of ADB/DFID/SDC/PCU to visit Kavre and Chitwan (August/September 2008)
5. IC-Resettlement visited Sindhuli for orientation/interaction program (September 2008)
6. IC-Resettlement visited Sindhupalchowk for orientation/interaction program (October 2008)
9. Deputy Team Leader (DTL) & Rural Infrastructure Engineer (RIE) made field visit to Bhaktapur district for a meeting with DTO/DPO and visiting three proposed road corridors (January 2009)
10. RIE made a field visit on RWSS subprojects under RRRSDP in Baglung (February 2009)
11. IC-Resettlement & Resettlement Associate (RA) visited Dolakha for interaction/technical support to DPO/DIST and for attending meeting with District Land Survey Office for cadastral survey & mapping (March 4 to 6, 2009)
12. CISC Regional Social Coordinator (RSC) made field visits (*but intermittent due to Bandha*) in Jhapa, Panchthar, Ilam, Sunsari, and Morang (March 8 to 27, 2009)
13. CISC team comprising Social Development Specialist (SDS), RIE, RA, Civil Engineer (CE) made field visits in Chitawan, Gorkha, Kathmandu, Lalitpur and Bhaktapur (March 18 to 24, 2009)
14. CISC team comprising Rural Water Supply & Sanitation (RWSS) Specialist, RSC, RIE & RA made field visits in Parbat, Baglung, Myagdi, Mustang, Lamjung and Manang (March 18 to 27, 2009)
15. CISC team comprising of DTL and RWSS Specialist joined with ADB, DFID, PCU in RRRSDP 3rd Review Mission for the field visits in Parbat, Baglung, Myagdi (March 18 to 22, 2009). Again the mission (ADB, DFID, SDC, PCU) resumed a field visit in Kavre on March 26, 2009 where CISC DTL, IC-Resettlement, RIE and Environmental Associate (EA) participated.

13. CISC LOGISTICS

Office equipment that were majorly provided by PCU and some purchased by CISC JV Consultant are as follows (as of February first week while writing this report).

S.N.	List of Equipment	Brand	Qty	Unit	Remarks
1	Desktop Computer	Zenith	14+1 (in March)	Nos.	From PCU
2	Desktop Computer	Dell	1	No.	From PCU

3	UPS	Emerge	14	Nos.	From PCU
4	Printer (LBP 3500)	Canon	2	Nos.	From PCU
5	Printer (LBP 5100)	Canon	1	No.	From PCU
6	Photo Copy(1635)	Kyocera	2	Nos.	From PCU
7	Binding Machine		1	No.	From PCU
List of Furniture					
8	Office Table		15	Nos.	From PCU
9	Computer Table		13	Nos.	From PCU
10	Steel Almirah		5	Nos.	From PCU
11	Working Chair		14	Nos.	From PCU
12	Visitors Chair		3	Nos.	From PCU
13	Photo Copy Table		2	Nos.	From PCU
List of Other Goods					
14	Telephone Set		7	Nos.	From PCU
15	Telephone Set		2	Nos.	From JV Consultant

As per the contract of JV consultant with PCU (November 24, 2008) still 1 Scanner, 1 LCD Projector, 4 Laptop Computers (once these LTs are made available, CISC to return extra DTs) and some furniture pieces are yet to be received from PCU. In addition, Altimeter – 5, Camera – 5, Geological Compass – 1, GPS - 2 and Recorder for recording interviews/public hearing – 2 sets are to be received from PCU as per the agreement.

Moreover, JV Consultant has to provide the CISC team with 3 vehicles for official transport facilities. Of which two vehicles have been provided from February. Remaining one vehicle will be supplied very soon.

Annex A**CISC STAFF JOINING DATE RECORD**

S.N.	NAME	DESIGNATION	JOINING DATE	EMAIL ADDRESS
1	Mr. Bidhan C Rajbhanda ri	Deputy Team Leader	16 th Dec 2008	bidhancr@gmail.com
2	Mr. Robin Lall Chitrakar	WSS Specialist	16 th Dec 2008	chitrakarrl@hotmail.com
3	Mr. Chan Bahadur Gurung	Social Development Specialist	2 nd Jan 2009	chan.gurung@yahoo.com
4	Mr. Ram Prasad silwal	Rural Infrastructure Engineer	16 th Dec 2008	silwalram81@hotmail.com
5	Mr. Ram Bindu Shres tha	Rural Infrastructure Engineer	16 th Dec 2008	rambindu@hotmail.com
6	Mr. Bharatt Timsina	Regional Social Development Coordinator	2 nd Jan 2009	timsina8@yahoo.com
7	Mr. Shisir Gautam	Regional Social Development Coordinator	2 nd Jan 2009	shisirgau@gmail.com
8	Mr. Bhanu Raj Pandey	Administration Officer	16 th Dec 2008	bhanurp@gmail.com
9	Ms. Nivedita Sharma	Civil Engineer	2 nd Jan 2009	shama.nivedita@hotmail.com
10	Mr. Kapil Dev Gyawali	Environmental Management Associate	18 th Jan 2009	gyawalikapil@gmail.com
11	Ms. Pinky Bijayananda	Resettlement Associate	18 th Jan 2009	pinkybijayananda@hotmail.com
12	Mr. Chet Nath Dahal	Resettlement Associate	18 th Jan 2009	chet_2033@hotmail.com
13	Mr. Badri Nath Karki	Resettlement Associate	18 th Jan 2009	karkibn@yahoo.com
14	Mr. Ganesh Pd. Upadhyay	Computer Operator	1 st Feb 2009	gpu.doti@yahoo.com
14	Ms. Sunita Younjan	Computer Operator	16 th Dec 2008	yonjan.sunita@yahoo.com
15	Ms. Sarmila Chaulagain	Office Assistant	16 th Dec 2008	lucky_saru99@yahoo.com

S.N.	NAME	DESIGNATION	JOINING DATE	EMAIL ADDRESS
16	Ms. Pa rini ta Sha ma	Office Assistant	16 th Dec 2008	parinita_shama5@yahoo.com
17	Mr. Atmalal Gautam	Driver	16 th Dec 2008	

Annex B**RRRSDP: Central Implementation Support Consultant (CISC) Team with Primary Responsibilities and Supporting Roles for Given Tasks/Activities**

S.N.	JV Consultant's Key Professionals	Main Tasks / Activities
1	Team Leader, Rural Infrastructure Specialist	Establish a Comprehensive Management Support System for PCU; Establish a Project Institutional Framework and Necessary Administrative and Management Procedures; Review and Consolidate Annual Project Work Programs and Budget of RRRSDP Districts; Ensure the Continuing Provision of Advisory Support and Guidance to PCU/DTOs/DPOs; Advise DDC/DTOs on the Implementation of Social and Vulnerable Group Development Action Plan, Livelihood Measures, Resettlement Plan and Compensation Policy; Assist PCU for Establishing Project Performance Management System (PPMS), Installation and Use of MIS; Assist DTOs and PCU in Developing Relevant Indicators and in Implementing the PPMS; Undertake Periodic Field Visit to Assess Progress of Works; Consolidate and prepare Trimester and Annual Reports; Preparation of Project Monitoring Reports; Assist in the Conduct of Mid-Term Evaluation, Preparation of Final Completion Report; Assist/provide Guidance, and Support for the Formulation and Conduct of the Benchmark, Midterm and Final Impact Evaluation Report; Provide Technical Backstopping; Assist PCU in the Performance Monitoring of DTOs/DPOs/DISTs; Propose any Changes in Operational and Management Procedures for Review by PCU; Arrange to Conduct Third Party Technical Audit of Completed Works; Prepare Recommendations for the PCU for Better Integration of Rural Infrastructure Development with Other Rural Development Activities and Oversee the provision of Advisory Support to DDCs/DTOs; Establish Effective and Productive Working Relationships and Networking with DFID, SDC, ADB, PCU, DoLIDAR, MLD and Other Donors/Projects; Assist in Refinement of Rural Transport Strategy; Support the MLD/ DoLIDAR for Preparation and Implementing the Rural Transport Strategy and Develop Sector Wide Approach (SWAp) Principles to Harmonize the Donors in an Integrated Framework for the Rural Transport Infrastructure Subsector (including piloting guidelines for RRRSDP); Facilitate PMC, PICC and Other Related Donors for Harmonization and Coordination Meetings; Guide, Supervise and Coordinate Activities of Central Consultants
2	Deputy Team Leader (Construction Engineer)	Assist Team Leader/ Take Responsibility of Team Leader When Absent and Undertake Additional Tasks; Preparation, Drafting, Circulating and Finalizing the Project Procedures Manual; Coordinate with DDCs/DTOs/DPOs /DISTs; Coordinate with PCU to Provide the Orientation and Training to DTO/Local Bodies DPOs/DISTs/ICs; Assist and Advise DDC/ VDC RRM/RRMFC Including Training to Devise and Establish Regular Planned Maintenance Management

		System; Support the Design of a Training Strategy and Plan to Fulfill the Needs of DTO/DPO/DIST/Contractors to Implement/Monitor and Feedback Mechanism; Ensure the Continuing Provision of Advisory Support and Guidance to PCU/DTOs/DPOs; Consolidate and prepare Trimester and Annual Reports; Provide Assistance to DoLIDAR and DDCs, Subject to District-Specific Partnership Agreements; Assist in Refinement of Rural Transport Strategy; Guide, Supervise and Coordinate Activities of Central Consultants; Conduct and Facilitate Training for MLD/DoLIDAR/DDCS/DTOs Staffs and DIST for Capacity Building.
3	Rural Infrastructure Engineers	Assist to Conduct Feasibility Study of the Subprojects by DPOs/DIST; Assist to Conduct Detail Survey, Design and Estimates of Sub-Projects by DISTs and Review Design; Support DISTs with Applicable Criteria and Guidelines in the Design and Estimate of Supplementary Investment Schemes; Assist and Advise DDC/ VDC RRMFC/RRMFC Including Training to Devise and Establish Regular Planned Maintenance Management System; Assist and Advise VDC/VICCC/RBIC/VIUG and Communities on O&M of Infrastructure Provided as Supplementary Investment; Ensure the Continuing Provision of Advisory Support and Guidance to PCU/DTOs/DPOs; Undertake Periodic Visits of Subprojects Sites to Review and Supervise the Execution of Key Projects Activities; Provide Technical and Advisory Support to Field Staff; Assist in the Establishment and Functioning of Quality Assurance/Control System; Assist, Plan and Conduct Essential Training in Direct Support to Project Implementation .
4	Bridge Specialist	Undertake Periodic Visits of Subprojects Sites to Review and Supervise the Execution of Key Projects Activities; Assist, Plan and Conduct Essential Training in Direct Support to Project Implementation; Review or Design of Motorable Bridges including site construction inspection.
5	Rural Water Supply & Sanitation Specialist	Assist to Conduct Feasibility Study of the Subprojects by DPOs/DISTs; Assist to Conduct Detail Survey, Design and Estimates of Sub-Projects by DISTs and Review Design; Support DISTs with Applicable Criteria and Guidelines in the Design and Estimate of Supplementary Investment Schemes; Assist and Advise DDC/ VDC Including Training to Devise and Establish Regular Planned Maintenance Management System; Assist and Advise VDC/VICCC/VIUG and Communities on O&M of Infrastructure Provided as Supplementary Investment; Ensure the Continuing Provision of Advisory Support and Guidance to PCU/DTOs/DPOs; Undertake Periodic Visits of Subprojects Sites to Review and Supervise the Execution of Key Projects Activities; Provide Technical and Advisory Support to Field Staff; Assist in the Establishment and Functioning of Quality Assurance/Control System; Assist, Plan and Conduct Essential Training in Direct Support to Project Implementation.

6	Social Development Specialist	Preparation of Social Action Plan for Sub-projects; Ensure the Continuing Provision of Advisory Support and Guidance to PCU/DTOs/DPOs; Advise DDC/DTOs on the Implementation of Social and Vulnerable Group Development Action Plan, Livelihood Measures, Resettlement Plan and Compensation Policy; Undertake Periodic Visits of Subprojects Sites to Review and Supervise the Execution of Key Projects Activities; Provide Technical and Advisory Support to Field Staff; Monitor, Check and Verify Compliance with Safeguard Policies and Mitigation Measures; Assist, Plan and Conduct Essential Training in Direct Support to Project Implementation; Assist in Establishing Project Performance Monitoring System with Database & Analyses.
7	Regional Social Coordinators	Preparation of Social Action Plan for Sub-projects; Assist DTO/DPO for Procurement of Local Contractors to Carry out Complex Civil Works; Ensure the Continuing Provision of Advisory Support and Guidance to PCU/DTOs/DPOs; Advise DDC/DTOs on the Implementation of Social and Vulnerable Group Development Action Plan, Livelihood Measures, Resettlement Plan and Compensation Policy; Undertake Periodic Visits of Subprojects Sites to Review and Supervise the Execution of Key Projects Activities; Provide Technical and Advisory Support to Field Staff; Assist, Plan and Conduct Essential Training in Direct Support to Project Implementation.
8	Procurement Specialist	Study Project Documents, Procurement Guidelines, Procurement Acts, LBFAR, PWD, PPMO Guidelines, and Current Practices and their Advise/Central Implementers; Review Annual Procurement Plans Based on Work Programs of PCU/DDCs/DTOs; Assist DTO/DPO for Procurement of Local Contractors to Carry out Complex Civil Work ; Assess the Need for Simplified Model Contracts and Procedures for Use by DDC ; Assist PCU/DDCs/DTOs in Different Aspects of the Recruitment of the District Implementation Support Teams (DIST; Review Procurement Practice, Procurement Procedures, Guideline, Acts & Regulations; Establishing good Procurement Management System w.r.t. Role of and Function of PCU, DDC, DTO/DPO, and Other Staff; Assist PCU in Preparing RFP, ToR, EoI, and Develop Evaluation Criteria Consulting Firms and Individual Consultants; Guide PCU/DDCs/DTOs/DPOs (support by DISTs) in Preparing Standard Bidding Document for the Procurement of Goods and Services; Review Bid Evaluation and Advise PCU for Giving Concurrence / Assist in Award of Contract; Ensure the Continuing Provision of Advisory Support and Guidance to PCU/DTOs/DPOs; Assist in Preparing Procurement Plan and Contract Roaster for Procurement of Goods, Works and Services of PCU; Prepare and Update User Friendly Manual of Procurement Process for Training of Staff from MLD/DoLIDAR/FCGO/OAG/Local Bodies; Evaluate Progress of DDC on Procurement Efficiency and Assess the Capacity of Local Bodies

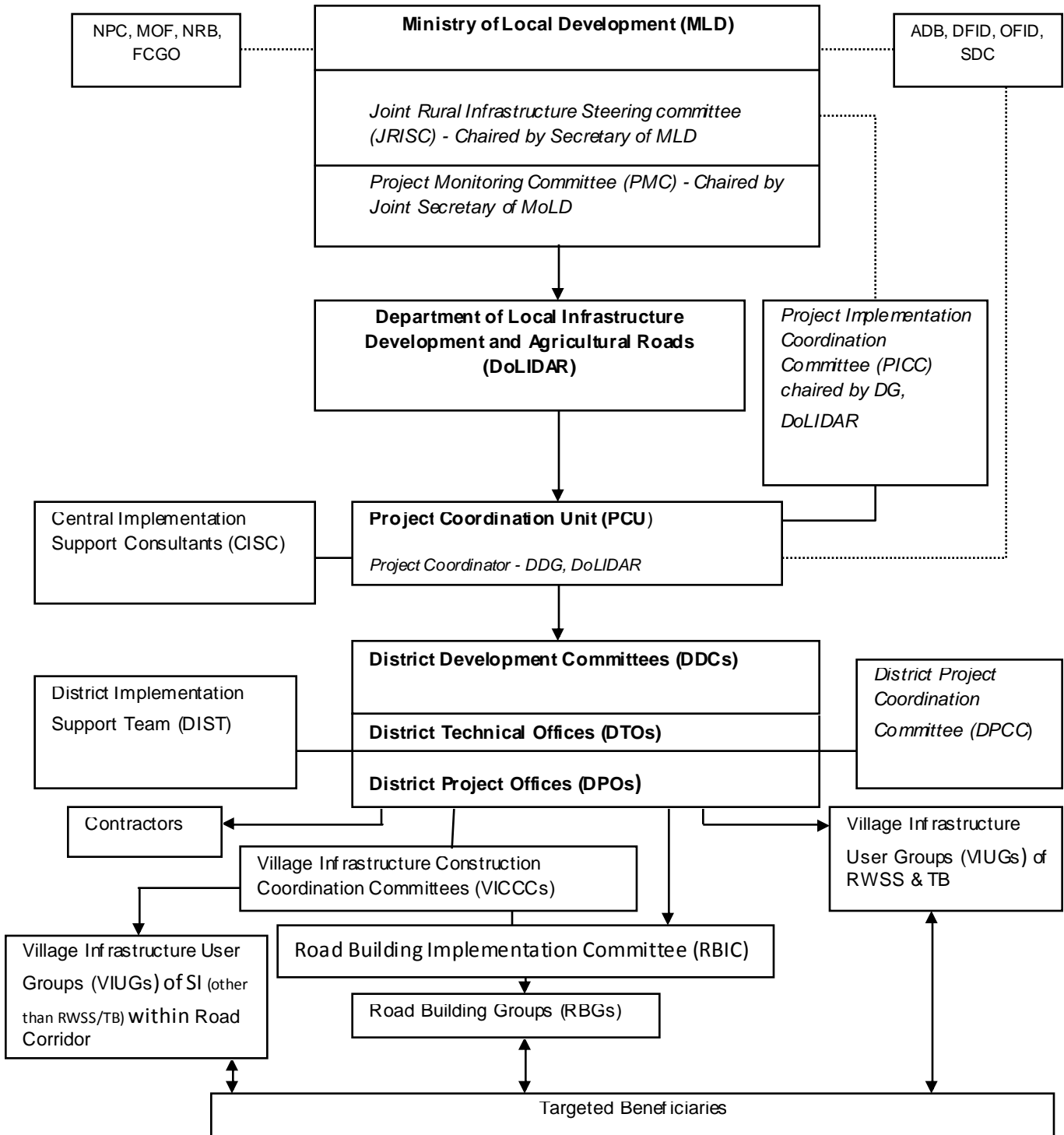
9	Resettlement Specialist	Assist to Conduct Detail Survey, Design and Estimates of Sub-Projects by DISTs and Review Design; Preparation of Resettlement Plan for Subprojects; Ensure the Continuing Provision of Advisory Support and Guidance to PCU/DTOs/DPOs; Advise DDC/DTOs on the Implementation of Social and Vulnerable Group Development Action Plan, Livelihood Measures, Resettlement Plan and Compensation Policy; Monitor, Check and Verify Compliance with Safeguard Policies and Mitigation Measures; Assist, Plan and Conduct Essential Training in Direct Support to Project Implementation.
10	Environment Management Specialist	Assist to Conduct Detail Survey, Design and Estimates of Sub-Projects by DISTs and Review Design; Preparation of Environmental Action Plan for Subprojects; Preparation of Environmental Action Plan for Subprojects; Provide Technical Support to Environmental Assessment, Definition, and Implementation of Mitigation Measures, and Monitoring; Monitor, Check and Verify Compliance with Safeguard Policies and Mitigation Measures; Assist, Plan and Conduct Essential Training in Direct Support to Project Implementation
11	Financial Management Specialist	Assist Executing Agencies/DoUDAR in Drafting and Signing Project Agreement with DDCs; Define Annual Budget Ceilings for Individual RRRSDP District; Review and Consolidate Annual Project Work Programs and Budget of RRRSDP Districts; Assist in Establishing and Maintaining a Financial Management System (FMS); Consolidate the Financial Statements Submitted by DDCs/DTOs and Prepare and Submit the Project Financial Reports, Disbursement Claims, and Audit Reports to ADB; Provide Assistance to DoUDAR and DDCs, Subject to District Specific Partnership Agreements; Prepare and Update User Friendly Manual of Procurement Process for Training of Staff from MLD/DoUDAR/FCGO/OAG/Local Bodies.
12	Rural Development Policy/Aide Effect. Specialist	Establish Effective and Productive Working Relationships and Networking with DFID, SDC, ADB, PCU, DoUDAR, MLD and Other Donors/Projects; Support the MLD/ DoUDAR for Preparation and Implementing the Rural Transport Strategy and Develop Sector Wide Approach (SWAp) Principles to Harmonize the Donors in an Integrated Framework for the Rural Transport Infrastructure Subsector (Including piloting guidelines for RRRSDP)
13	Environment Associates	Undertake Periodic Visits of Subprojects Sites to Review and Supervise the Execution of Key Projects Activities.
14	Resettlement Associates	Undertake Periodic Visits of Subprojects Sites to Review and Supervise the Execution of Key Projects Activities.
15	Quality Assurance Specialist	Assist the Implementation of Quality Assurance Plan and in the Equipment Assessment and Procurement for Laboratory Testing Facilities at District; Assist in the Establishment and Functioning of Quality Assurance/Control System; Assist DPOs to Establish and Monitor Effective Quality Control Mechanism.

16	Capacity Building & Training Specialist	Conduct and Facilitate Training for MLD/DoUDAR/DDCS/DTOs Staffs and DIST for Capacity Building; Evaluate Progress of DDC on Procurement Efficiency and Assess the Capacity of Local Bodies; Provide Targeted Training Support to DDC/DTO/DPO/DIST as Necessary.
17	Impact Evaluation Specialist	Evaluate Progress of DDC on Procurement Efficiency and Assess the Capacity of Local Bodies.
18	Planning/Monitoring & Evaluation Consultant	Establish Project Performance Management System (PPMS) including Installation and Versatile Use of Appropriate MIS by Collaborating with Other DoUDAR Rural Road Projects and ISAP (Institutional Strengthening Action Plan) under DoUDAR for Unified Approach, Common Language of Understanding and Uniformity; Assist in the Preparation of Multi Year Rolling Plan and Annual Plans; Assist PCU and DTOs in Developing Relevant Indicators Targets, Means of Verification Referring to Goal, Purpose, Objectives, Outputs and Outcomes (utilization of outputs), etc of the Project; Monitor, Check and Verify Compliance with RRRSDP Safeguard Policies and Mitigation Measures; Support Design of Training Strategy and Plan to Fulfill the Needs by Training of DTO/DPO/DIST/Contractors to Make Capable for Implementing Monitoring Activities and Monitor them; Establish Feedback Mechanism by Preparing/Developing Forms & Formats (hard copies) including Communication Methods (email/soft copies); Train (with support of social team in the district and centre as necessary) Social Mobilizers and Enumerators for the Collection of the Benchmark/Database and All Necessary Information in Prescribed Forms and Formats; Maintain Database at the Centre (and in the RRRSDP core districts as decided by PCU); Undertake Periodic Field Visits to Monitor and Evaluate the Progress in View of Monitoring Requirements; Identify the Problems, Provide Solutions, and Follow Up on Any Situations Requiring Remedial Actions; Prompt for the Preparation of and Also Prepare Project Monitoring Reports; Assist in the Conduct of Mid-Term Evaluation, Preparation of Final Completion Report; Assist in Final Impact Evaluation & Report, etc.
19	Bioengineering Specialist	Carry out all bioengineering activities including inspection, planning, design for construction and maintenance including training at district level.
20	Transport Economy Consultant	Establish economic analysis system by using appropriate computer aided software program and train all the engineers in central and district level for economic database maintaining, procedural analysis, EIRR, sensitivity analysis, etc.
21	Geology & Geotechnical	Carry out and support for all geological and geotechnical investigation, survey, assessment and design works.
22	Technical Audit Expert	Arrange to conduct Third Party Technical Audit of completed works.

ANNEX C
WORK SCHEDULE

ANNEX D (D1 ~ D9)
RRRSDP FLOW CHARTS

Appendix D-1: INSTITUTIONAL ARRANGEMENT CHART (Source: PAM, but modified)

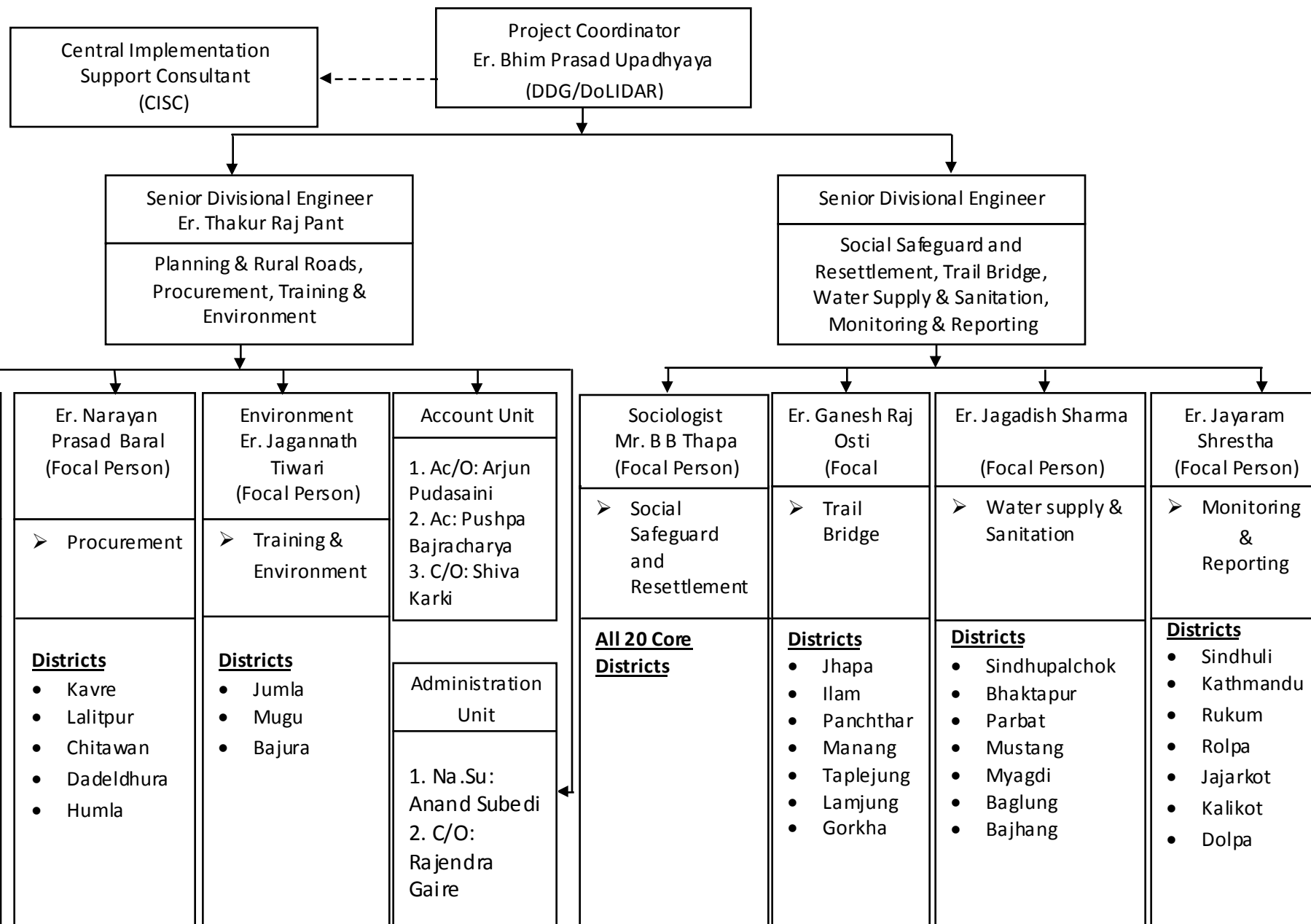


SI = Supplementary Infrastructure (except RWSS); RWSS = Rural Water Supply & Sanitation; TB = Trail Bridges

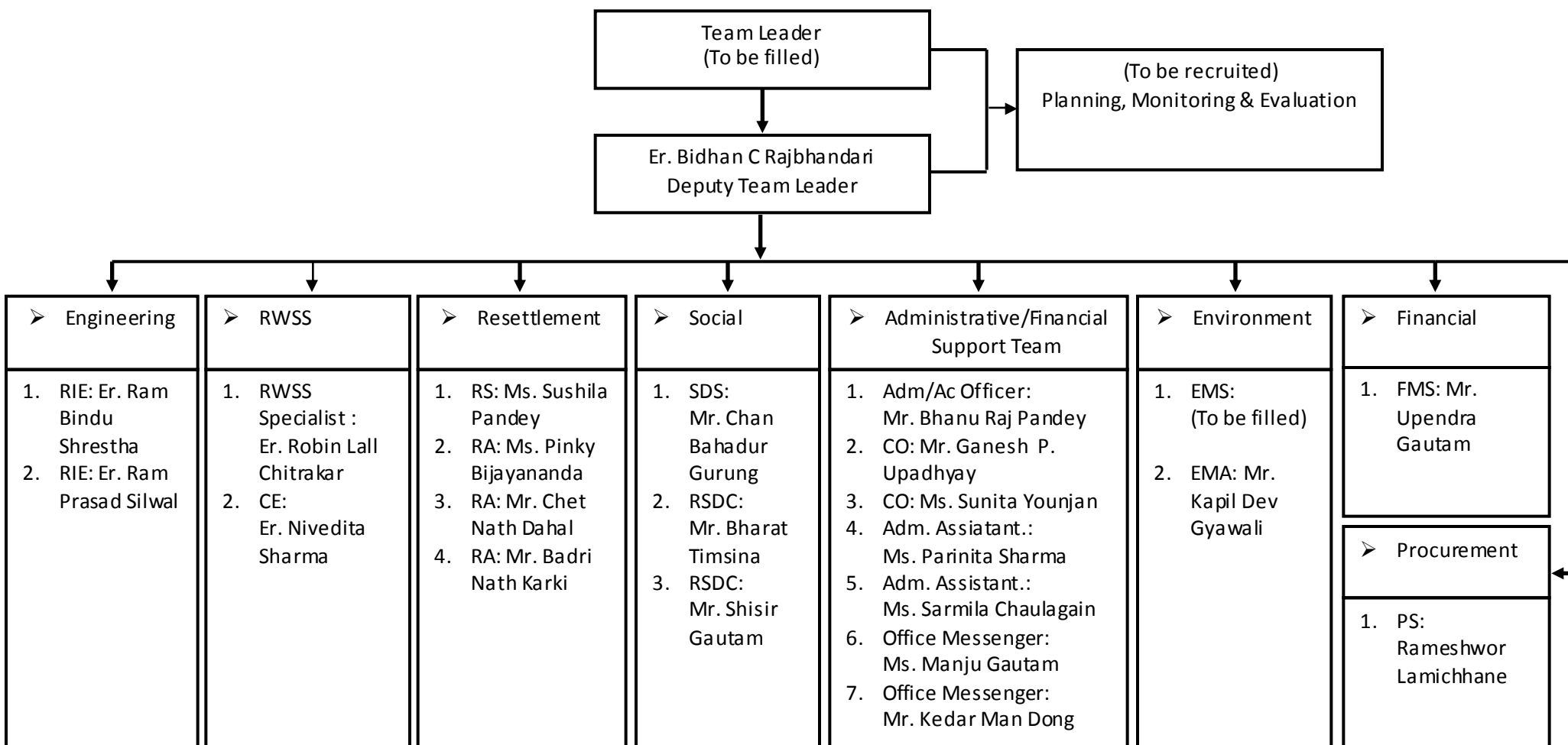
Line of Command \longrightarrow
 Line of Coordination \longleftarrow
 Line of Advice/Policy Guidance $\cdots\cdots\cdots$

Interaction & Mutual Relationship \longleftrightarrow

Appendix D-2: PROJECT COORDINATION UNIT (PCU) ORGANIZATION CHART (Source: PCU)



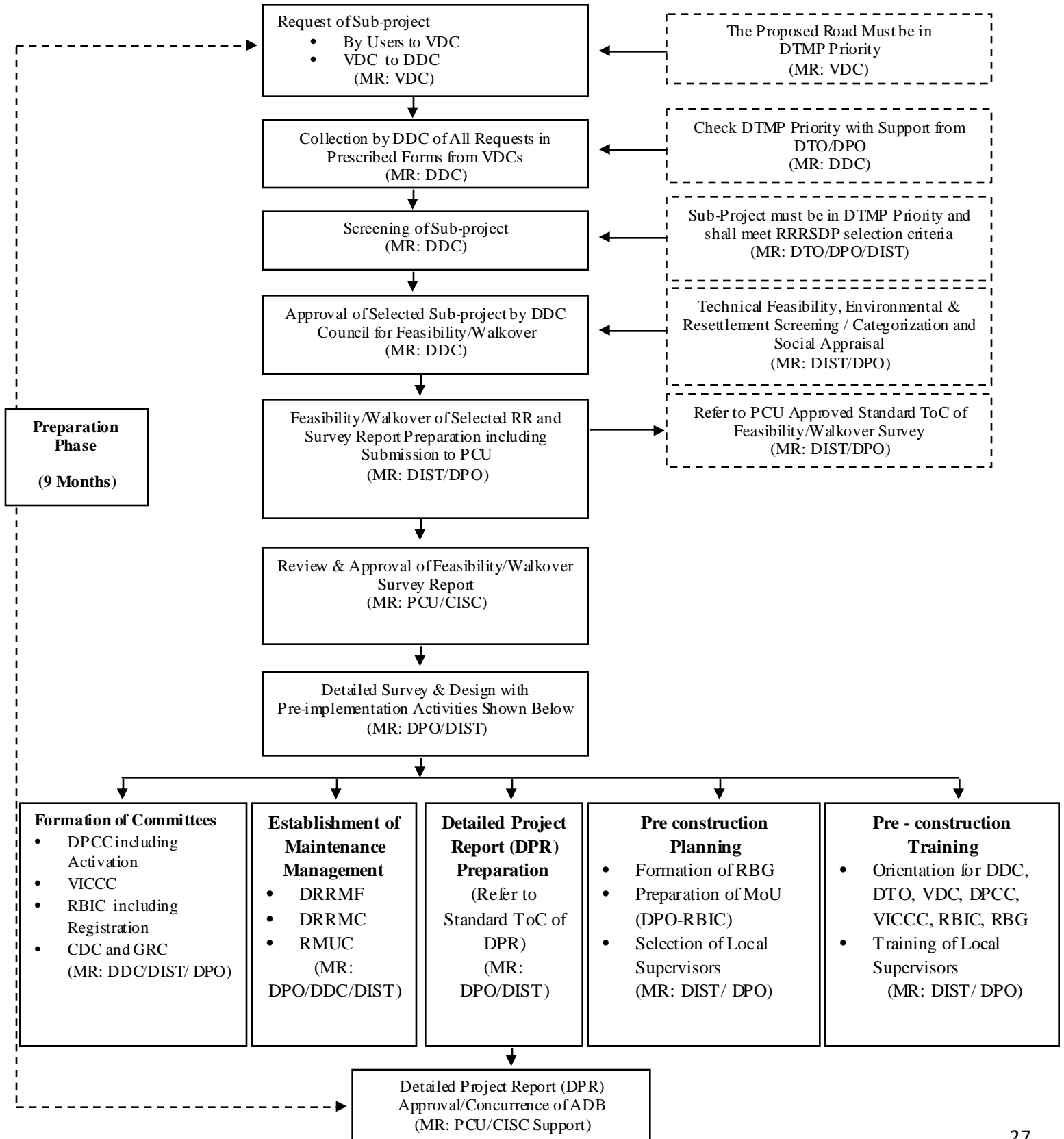
Appendix D-3: CENTRAL IMPLEMENTATION SUPPORT CONSULTANT (CISC) ORGANIZATION CHART



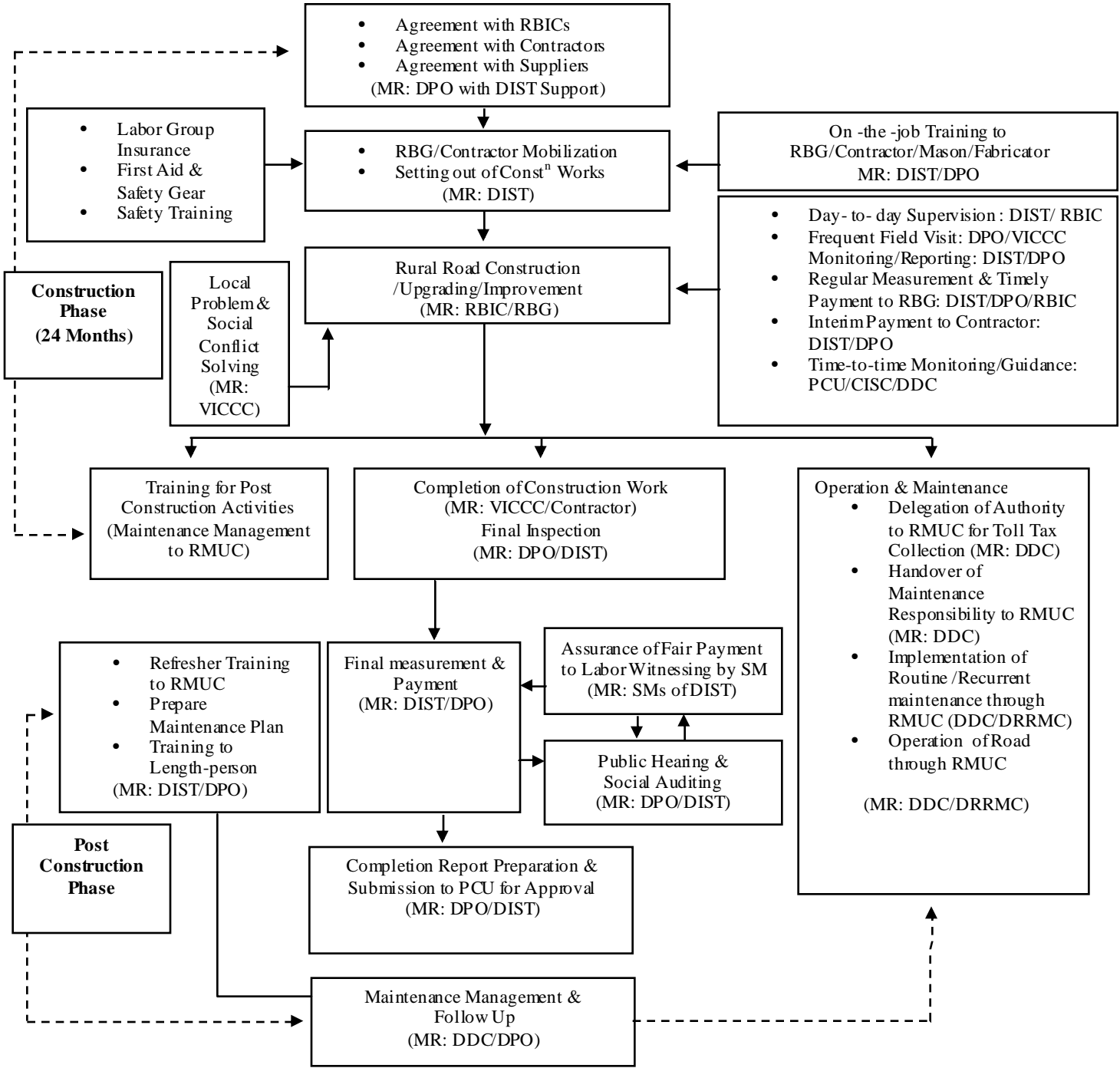
ACRONYMS

Ac	-	Account	RS	-	Resettlement Specialist
Adm	-	Administrative	RA	-	Resettlement Associate
CE	-	Civil Engineer	SDS	-	Social Development Specialist
EMS	-	Environmental Management Specialist	EMA	-	Environmental Management Associate
RWSS	-	Rural Water Supply & Sanitation	CO	-	Computer Operator
FMS	-	Financial Management Specialist	PS	-	Procurement Specialist
RIE	-	Rural Infrastructure Engineer	RSDC	-	Regional Social Development Coordinator

Appendix D-4: RURAL ROAD (RR) IMPLEMENTATION FLOW CHART



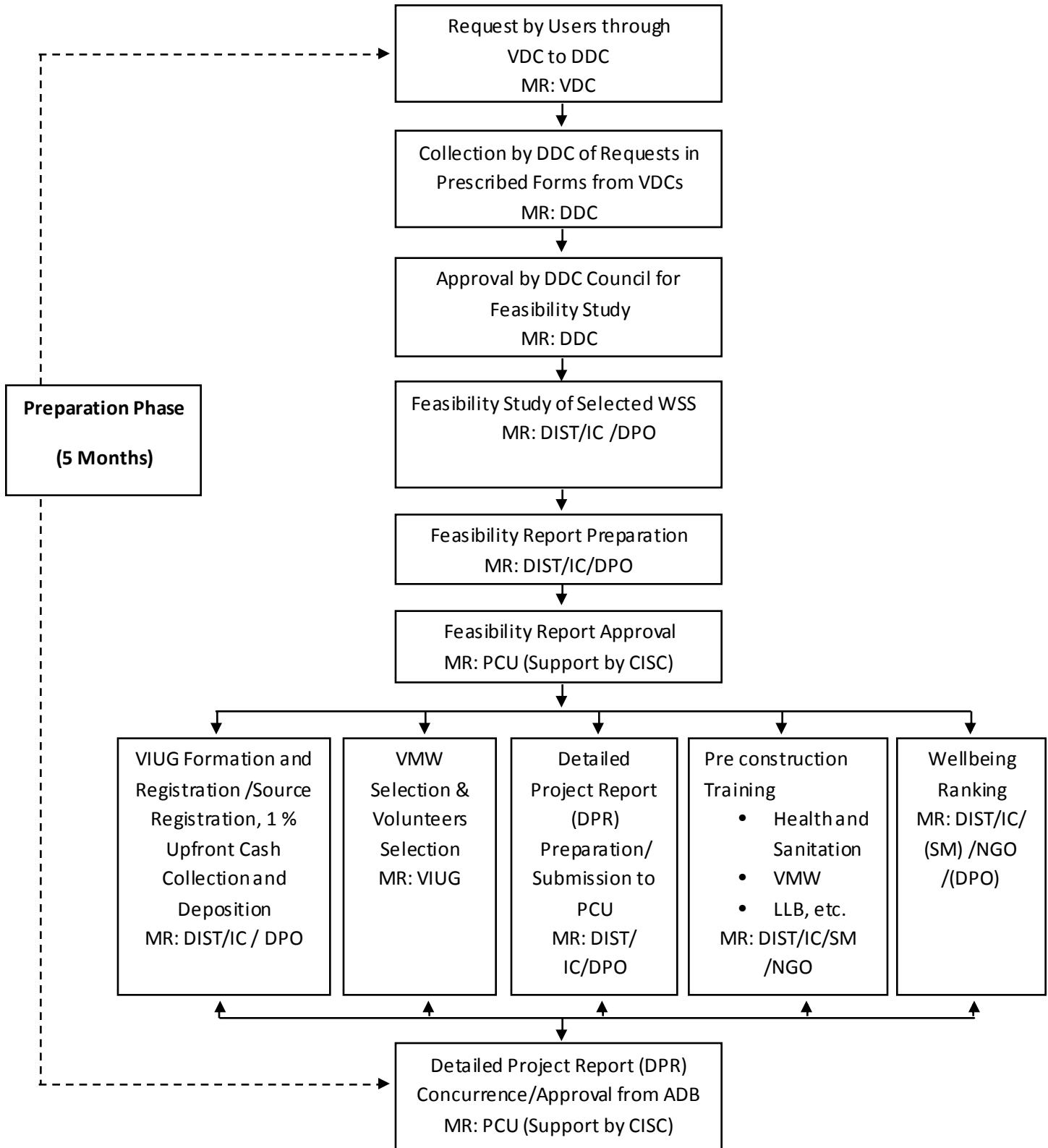
Note: DPR includes detailed engineering report, environmental report, social safeguard report and resettlement planning, bid documents, RBIC packages.



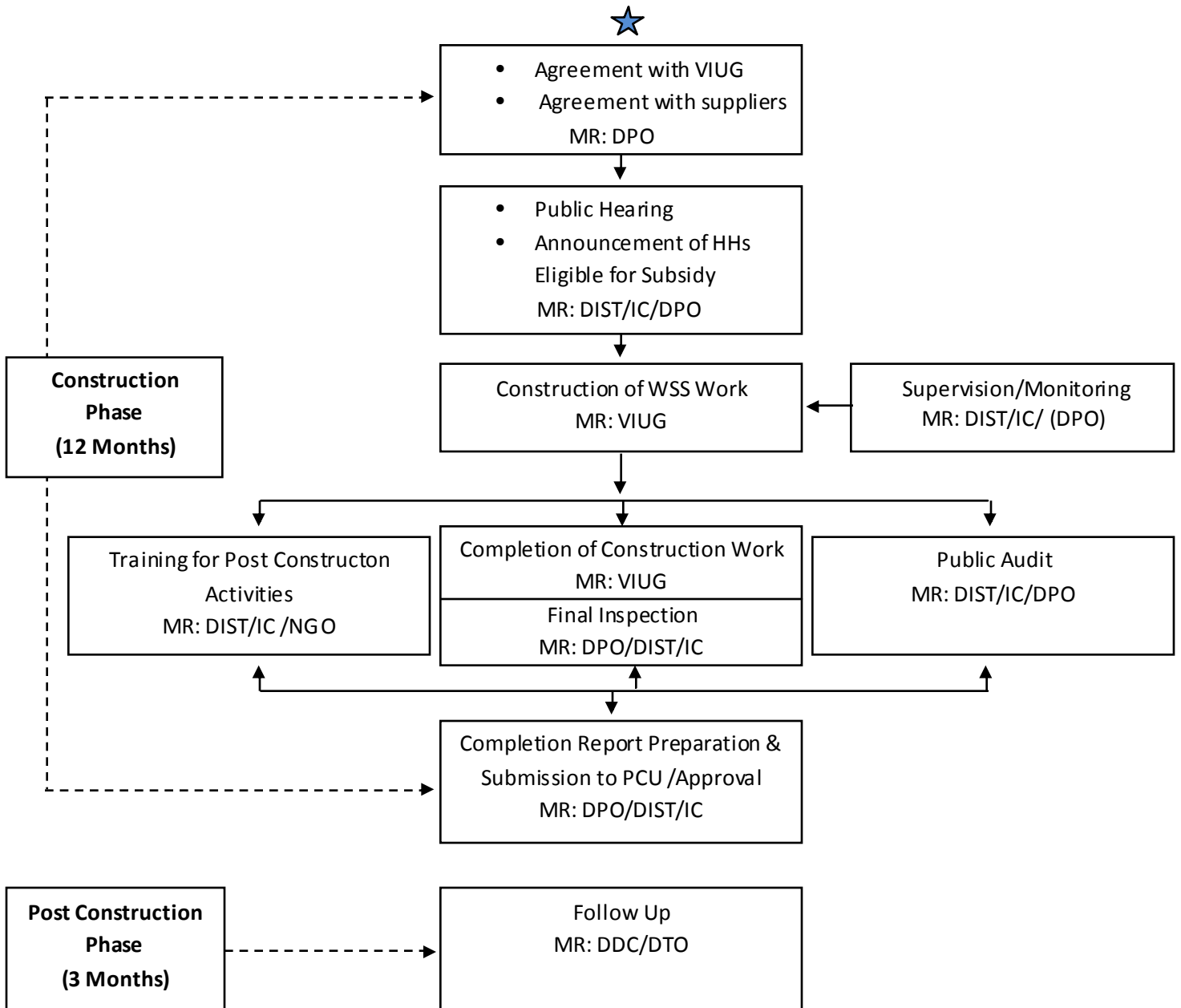
ACRONYMS			
VICCC	- Village Construction Coordination Committee	MR	- Main responsibility
RBIC	- Road Building Implementation Committee	RBG	- Road Building Group
DRRMF	- District Rural Road Maintenance Committee	DDC	- District Development Committee
RMUC	- Road Maintenance Users' Committee	SM	- Social Mobilizer
DPCC	- District Project Coordination Committee	DPO	- District Project Office
DIST	- District Implementation Support Team	VDC	- Village Development Committee
CDC	- Compensation Determination Committee	ToC	- Table of Content
GRC	- Grievance Redress Committee	DTMP	- District Transport Master Plan
CISC	- Central Implementation Support Consultant	PCU	- Project Coordination Unit

Appendix D-5: RURAL WATER SUPPLY & SANITATION (RWSS) IMPLEMENTATION FLOW

CHART



Note: DPR includes detailed engineering report, environment report, social safeguard report and agreement documents between DPO & VIUG/Suppliers.



ACRONYMS	
ADB	- Asian Development Bank
CISC	- Central Implementation Support Consultant
PCU	- Project Coordination Unit
MR	- Main Responsibility
VMW	- Village Maintenance Worker
SM	- Social Mobilizer
DDC	- District Development Committee
DIST	- District Implementation Support Team
DPO	- District Project Office
DTO	- District Technical Office
VDC	- Village Development Committee
IC	- Individual Consultant (RRRSDP)
O/M	- Operation and Maintenance
VIUG	- Village Infrastructure Users Group
LLB	- Local Latrine Builder
NGO	- Non Government Organization

Appendix D-6: INVOLUNTARY RESETTLEMENT FLOW CHART

Land Acquisition Process (Based On Land Acquisition Act, 2034)

- Served at public places
- At door if house acquired

- Duration of PA is 15 days

- Within 15 days of initiating PA

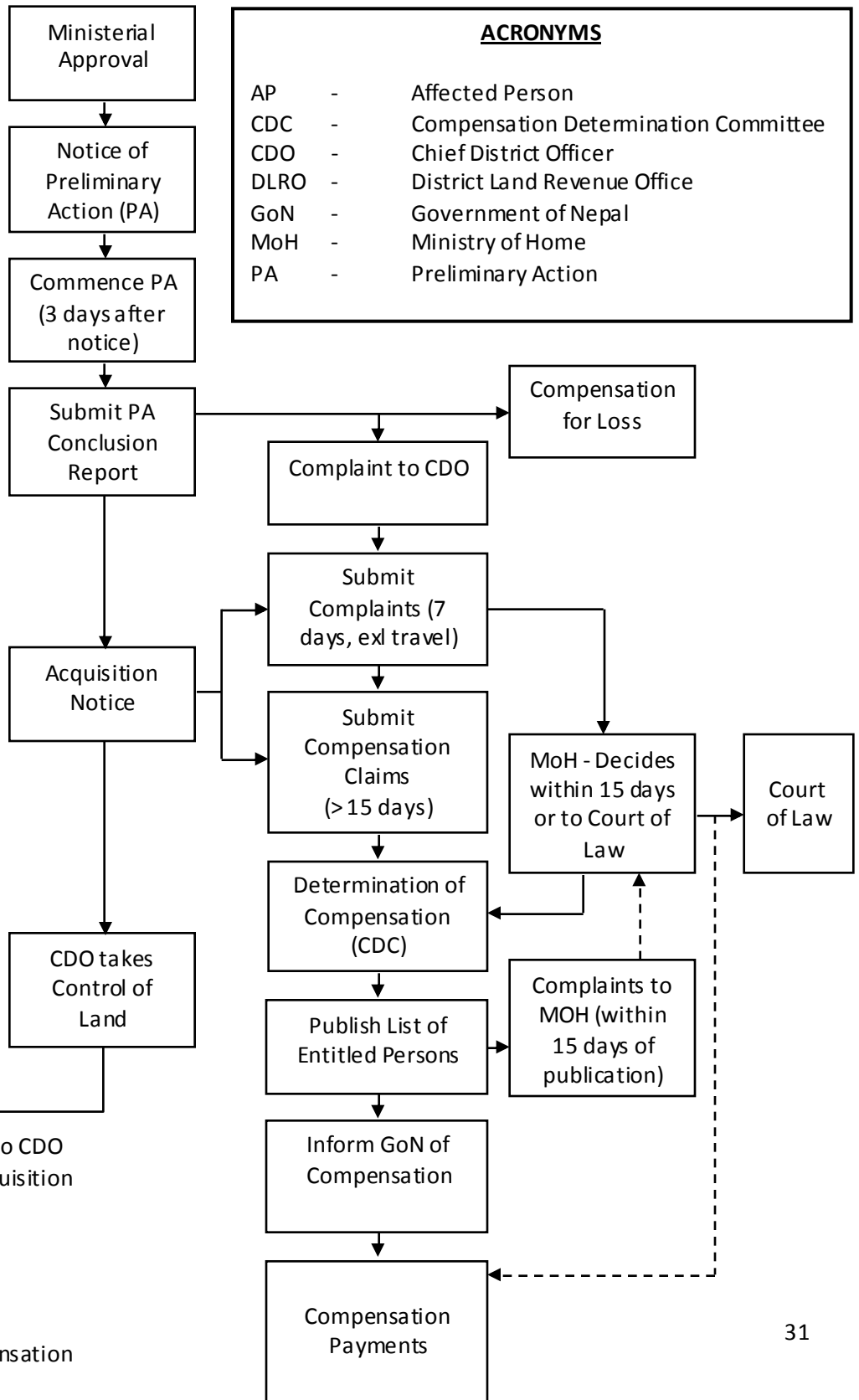
- Served at public places
- Personal notice where required
- Specify period for claims submission
- Freeze land transactions

- After lapse of complaint period
- After complaint resolution
- DLRO informed within 15 days to transfer
- Owner advised of land transfer
- GoN may reverse acquisition process
- GoN may use excess land, or
- Excess land returned to owner

- District officials to provide assistance to CDO
- Penalties/fines for obstruction of acquisition process
- CDO empowered to hear/decide cases

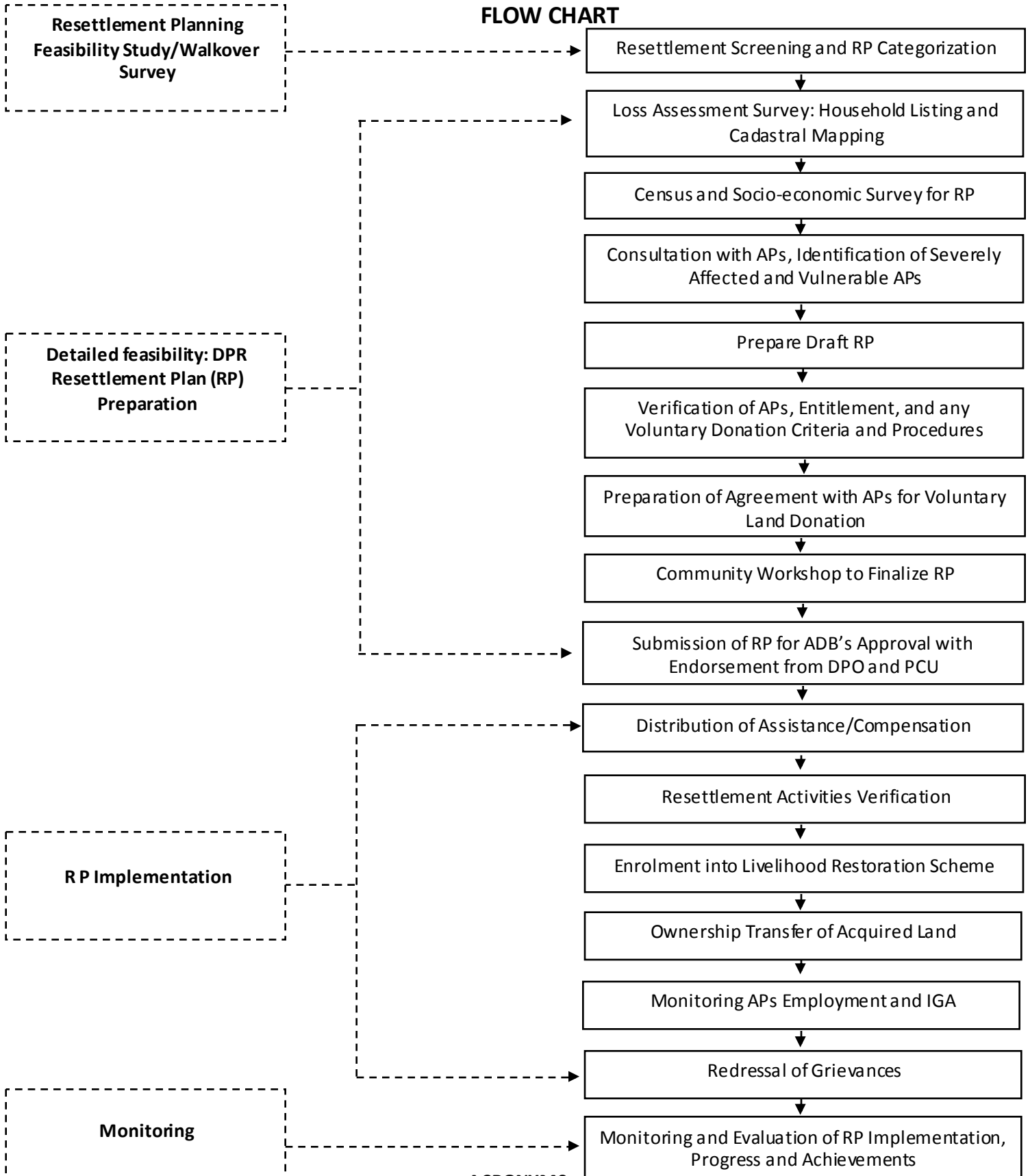
- 50% advance payment for house
- No timeframe for other compensation payments

- If AP fails to receive, or refuses to accept compensation within time limit (3 months), the amount shall be deposited in the Security Deposit Account.



Appendix D-7: INVOLUNTARY RESETTLEMENT, PLANNING AND IMPLEMENTATION

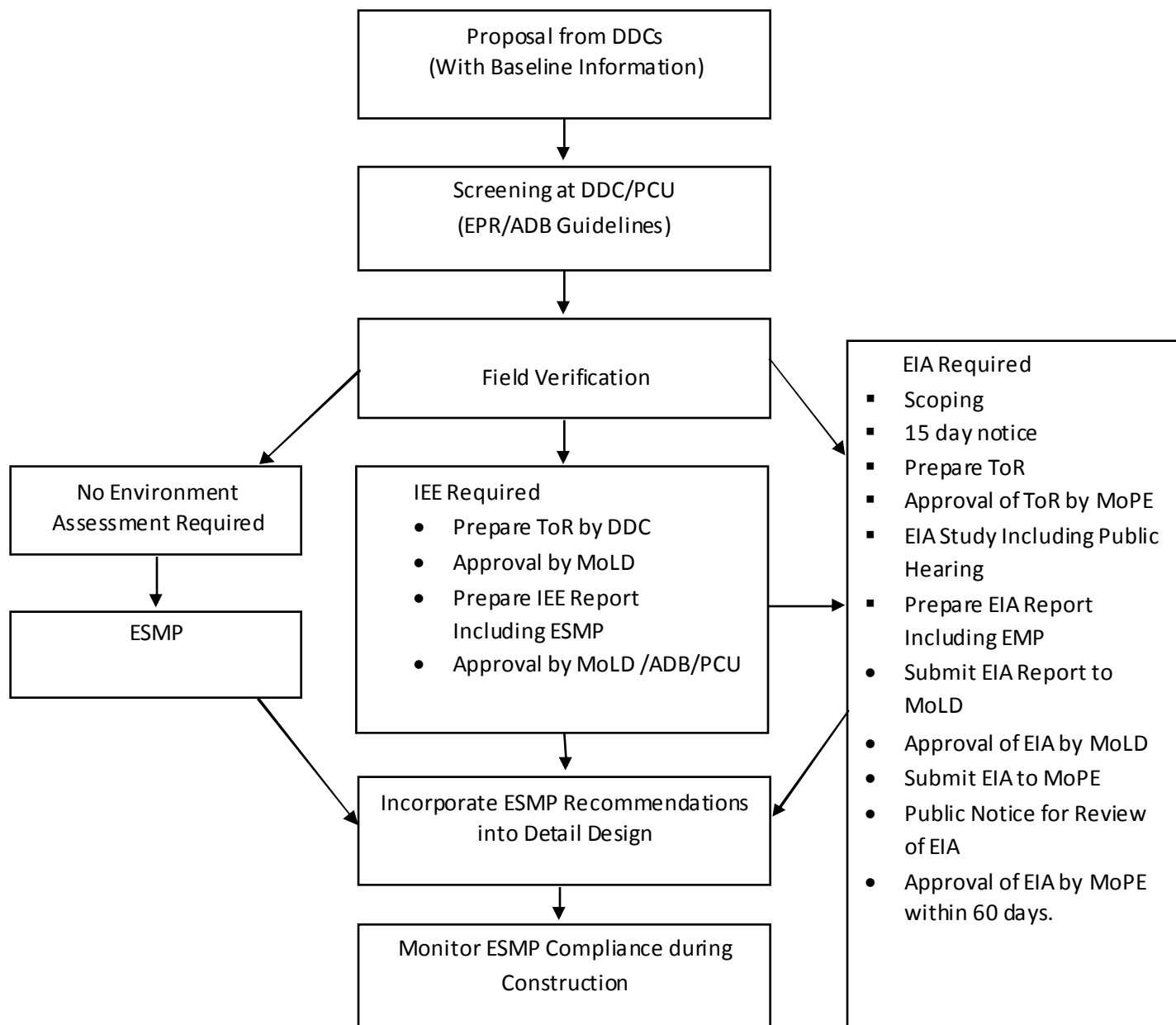
FLOW CHART



ACRONYMS

APs	-	Affected Persons	DPR	-	Detailed Project Report
ADB	-	Asian Development Bank	IGA	-	Income Generation Activities
DPO	-	District Project Office	PCU	-	Project Coordination Unit

Appendix D-8: FLOW CHART FOR ENVIRONMENTAL ASSESSMENT (Source: PAM)



ACRONYMS

ADB	-	Asian Development Bank	DDC	-	District Development Committee
PCU	-	Project Coordination Unit	MoLD	-	Ministry of Local Development
ToR	-	Terms of Reference	MoPE	-	Ministry of Population & Environment
EIA	-	Environmental Impact Assessment	ESMP	-	Environmental Sector Management Plan
EPR	-	Environmental Protection Regulations	IEE	-	Initial Environmental Examination

Appendix D-9: SOCIAL IMPLEMENTATION FLOW CHART

