

FORUM ON
SUCCESSFUL
PROJECT DESIGN AND
IMPLEMENTATION

Navigating toward an Inclusive and Green Recovery

9–11 NOVEMBER 2021 | VIRTUAL



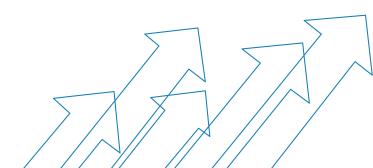
#SuccessfulProjects

LESSONS & INSIGHTS



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Acknowledgment



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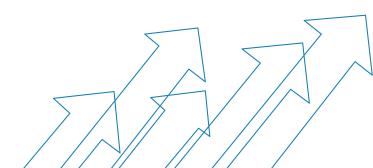
Introduction

Navigating toward an Inclusive and Green Recovery

The Forum on Successful Project Design and Implementation showcases the approach and practice of project frontliners to project implementation and presents cases from the field.

It creates an opportunity for peer learning and gathering practical knowledge. Policy guidelines and relevant cases are shared to promote a lively exchange of issues and challenges surrounding project management and field operations.

Central to development is the quality of project design and implementation: to enhance socioeconomic and climate Resilience, achieve intended outcomes and Results, and accelerate efforts toward a robust post-pandemic Recovery. The forum focuses on these three Rs as captured in the theme “Navigating toward an Inclusive and Green Recovery”.



Participants' Profile



BY REGIONAL DEPARTMENT



BY TYPE OF ORGANIZATION



*Project Company, Private Sector, Academe, Nothing, Private Sector, Corporate Foundation/Philanthropy, Consulting, Corporate Financial Institution, Research Firm, Healthcare Development Center, Environmental Protection, NGO, Government Owned Company

BY GENDER



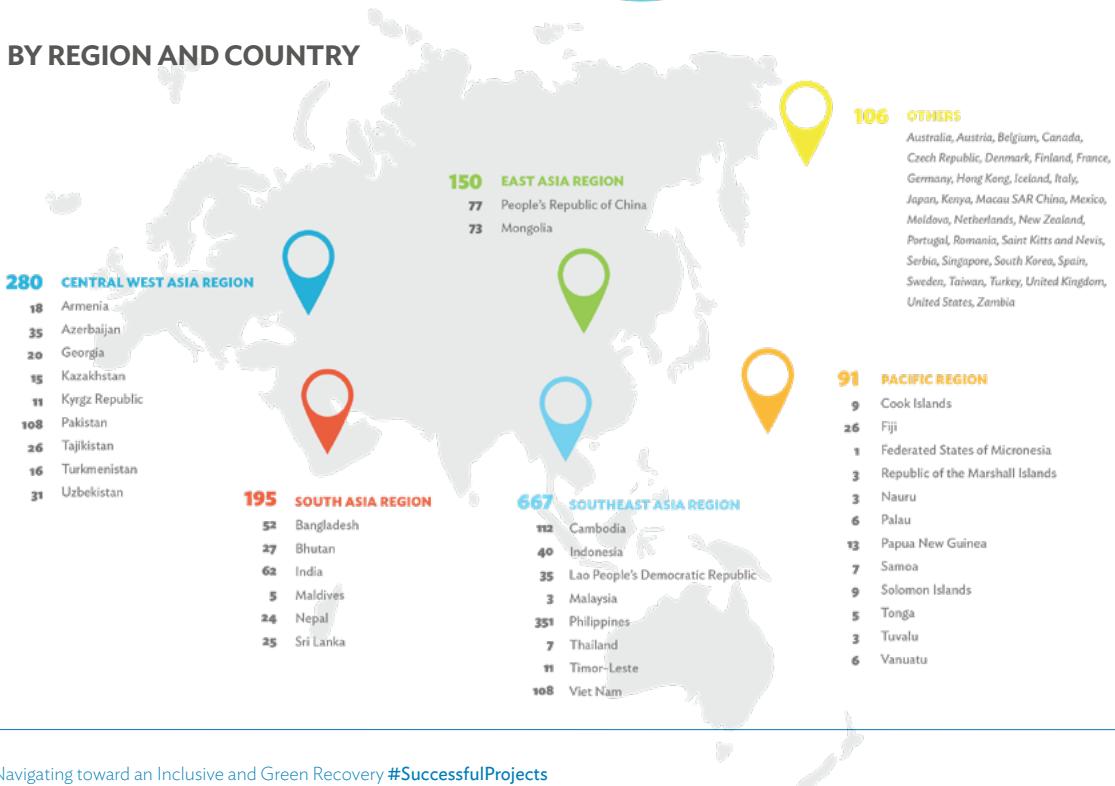
JOINED THE FORUM AS



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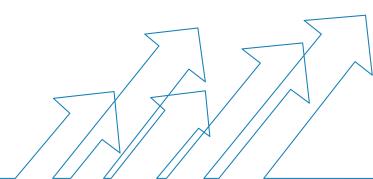


BY REGION AND COUNTRY



Abbreviations

| | |
|----------------|--|
| ADB | Asian Development Bank |
| AI | artificial intelligence |
| APVAX | Asia Pacific Vaccine Access Facility |
| CPS | country partnership strategy |
| CPRO | COVID 19 Pandemic Response Option |
| DMC | developing member country |
| EA | executing agency |
| EDC | Electricite du Cambodge, Cambodia's state-owned electricity provider |
| EMP | environmental management plan |
| FCAS | fragile and conflict-affected situation |
| GIS | geographic information system |
| GPRS | general packet radio services |
| GPS | global positioning system |
| HIA | health impact assessment |
| IA | implementing agency |
| ICT | information and communications technology |
| IT | information technology |
| O&M | operation and maintenance |
| OHS | occupational health and safety |
| PPA | public-private agreement |
| PPFD | Procurement, Portfolio and Financial Management Department |
| PPP | public-private partnership |
| PRF | Project Readiness Financing |
| REA | rapid environmental assessment |
| Rs | results, resilience and recovery |
| RT-PCR | reverse transcription polymerase chain reaction |
| SEFF | Small Expenditure Financing Facility |
| SID | small island developing state |
| TA | technical assistance |
| TVET | technical vocational education and training |



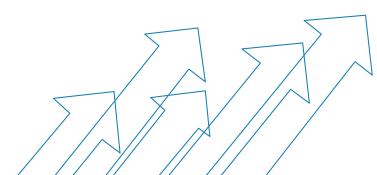
I. Forum Objectives



- » Promote discussions of necessary reforms in policies and procedures toward better results, resilience, and recovery in ADB-financed projects.
- » Highlight program modalities, lending instruments, and systems that can support short and medium-term actions for recovery and resilience from the impacts of the coronavirus disease (COVID-19) pandemic as well as climate change and other development challenges.
- » Share the tools and latest guidance on project design and implementation and their application in achieving the three Rs.

II. Key Messages

- » **Investing in quality design, delivery, and implementation of projects for an inclusive and green recovery.** This calls for a differentiated approach across countries when navigating development challenges.
- » **Designing and implementing projects that support broader development objectives.** This calls for speed and flexibility in project design and implementation vis-a-vis long-term recovery and resilience.
- » **Working collectively with stakeholders for global recovery.** Specifically, this calls for a resolute way forward in the partnership between ADB, developing member countries (DMCs), and development partners.
- » **In fragile and conflict-affected situations (FCAS) and small island developing states (SIDS), there are unique implementation challenges, including managing fiduciary risks.** Flexibility and innovative approaches are necessary post-pandemic.



III. Lessons & Highlights





A. Keynote Address

BRUCE GOSPER

ADB Vice President for Administration
and Corporate Management

Good morning.

To all delegates and project frontliners of ADB developing members, representatives of the development community, colleagues at ADB, and all who have gathered in this virtual forum, welcome.

I would have preferred to greet you in person, but the pandemic continues to linger, and with it are challenges not only to each of us individuals but also to project operations. Thankfully we have technology that allows us to connect and meet.

Prior to the pandemic, the region had set a course to reduce poverty by at least %50. This is now somewhat under threat with new variants of the virus emerging and infections continuing. This further complicates an already difficult situation and decelerates the region's progress towards an inclusive and prosperous Asia Pacific. Only 1 in 4 of the Asian member economies posted GDP growth last year (ADB Key Indicators 2021). The economic shocks due to the pandemic are increasing both poverty and income inequality.

Responding to the pandemic, ADB has contributed close to 30\$ billion in assistance through the COVID-19 Pandemic Response Option (CPRO) financing and the Asia Pacific Vaccine Access facility, or APVAX.

In the current scenario, while we cope and adapt, we must also transform as we transition out of the pandemic. We must work collectively towards a stronger and better Asia Pacific. And this is what this forum attempts to do.

As the fight against the pandemic continues, we must keep in mind our broader development goals of poverty reduction and building back better, both centered on resilience and sustainability. Building back better needs to adopt a holistic approach that integrates the ecological, social, institutional, and financial aspects of resilience in projects. And it can be done with all project stakeholders contributing towards a prosperous and green recovery.

Let me circle back to what I said earlier about being transformative. The pandemic has caused a big dent to state budgets. We need to look for broader and stronger



collaborative arrangements with other actors in the development arena. We must scale up our engagement with the private sector, civil society, and development partners to help resuscitate the economy and advocate for resilience through policies and projects. Frameworks need to be in place to put this into action and this forum is a great opportunity to better connect among ourselves and to seek opportunities to leverage resources and expertise in financing, design, and implementation.

We need to focus on strong project fundamentals, specifically quality of design and entry. In the current circumstances, how can we simplify processes, minimize contracting delays, and speed up disbursements? With protracted lockdowns and slow vaccination rates, how can we get workers to the project site, ensure their safety, and what is the implication on project costs?

Against the backdrop of this crisis, there are windows of opportunity in project design and implementation, a more holistic approach to development, and the opportunity to forge strong partnerships.

We are aware of the challenges faced by project implementation teams in terms of their efforts on implementation quality, project performance, and keeping in check the safety and health of workers and project stakeholders—and all of this amid lockdowns, travel restrictions, and physical distancing.

Project readiness is paramount and financing instruments, including the Project Readiness Financing Modality and the Small Expenditure Financing Facility are there to be tapped into. The innovative use of technology in procurement, financial management, and project monitoring is increasingly important. It is being used but there is room to use more. We have not exhausted all the options that technology offers in these areas, much less in other phases of the project cycle.

I encourage everyone to use the next three days to raise issues, discuss good practices, and exchange lessons learned while keeping the three Rs at the forefront: those are results, resilience, and recovery.

Thank you.



As the fight against the pandemic continues, we must keep in mind our broader development goals of poverty reduction and building back better, both centered on resilience and sustainability.

BRUCE GOSPER ADB Vice President for Administration and Corporate Management



SESSION 1: PANEL

B. Maintaining Project Quality

THIS SESSION COVERS THE KEY LESSONS AND INSIGHTS FROM PROJECT IMPLEMENTATION FOR OVER A YEAR IN THE PANDEMIC. IT INCLUDES A DISCUSSION OF THE POLICIES, MEASURES, AND TOOLS THAT PROJECT IMPLEMENTERS USED IN DESIGNING AND IMPLEMENTING PROJECTS TO MEET THE HIGHEST STANDARDS OF QUALITY AND INCREASE THE POTENTIAL OF ACHIEVING THE INTENDED OUTCOMES.

1. Context

The pandemic caused market uncertainties, mobility restrictions, and disruptions in operations. It put the health of project implementers at risk and it put projects at risk as well.

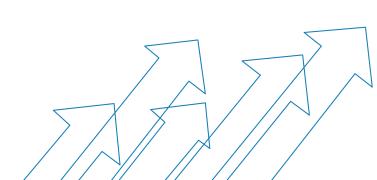
2. Actions Taken

A. QUALITY AND PROJECT READINESS

- » Continue to support DMCs in project preparation. The technical assistance (TA) and Project Readiness Financing (PRF) Facility to prepare a series of projects in one country proved quite helpful in proceeding with big infrastructure contracts during the pandemic.

B. COUNTRY SYSTEMS

- » Design and customize the support for developing member countries by understanding their needs and conditions, using the prevailing public procurement and financial management systems, and building the capacity of executing and implementing agencies.
- » Harmonize procurement and financial management systems with other development partners.



C. PROCUREMENT AND CONTRACTS

- » Be agile in contract administration and collaborate with contractors. The standard contract templates are not readily adaptable to the requirements in project implementation during the pandemic. A degree of flexibility without compromising fiduciary responsibilities is accorded to contractors, such as in price adjustments and contract extensions.
- » Allow the following: the use of non-standard contract forms, provided that requirements for anti-corruption and integrity are complied with; direct contracting of suppliers and other agencies that can provide the medical supplies needed during the pandemic; higher than usual advance payments to suppliers and manufacturers during the pandemic, provided the practice is within the framework of ADB's procurement policy; extended period for bid preparation to give time for DMCs to find good partners and suppliers and improve the quality of bids.
- » Use 'pool procurement' where similar items are procured in bulk for several countries, grouped into a single contract, then delivered to multiple recipients.

D. RISK MANAGEMENT

- » Include price adjustment clauses in contracts with shorter duration to anticipate border closures and manage the consequent price uncertainties in commodities, impact on materials delivery and labor mobilization.
- » Find a balance between managing procurement and fiduciary risks and employing mitigating actions to address those risks. Cognizant that this is a heightened emergency situation, there is a great need among developing member countries and ADB to be proactive partners, especially in mobilizing funds for a common development agenda.

E. HEALTH AND SAFETY OF WORKERS

- » Use an app that sends emergency updates to consultants in real-time and allows ADB to track the location and well-being of consultants.
- » Include additional requirements in bidding documents where contractors demonstrate how they intend to address health and safety issues and protect employees at work.
- » Follow the government's standard operating procedures and protocols on preventing and managing COVID.

F. CAPACITY BUILDING

- » Strengthen the project implementation capacity of the executing agency (EA) and implementing agency (IA) prior to loan approval and their appreciation of ADB guidelines and requirements.
- » Capacity building could mean hiring and training more staff, or in some cases, ‘hand-holding’ may be needed. These measures are meant to improve project readiness and are done in parallel with other project preparation activities, such as detailed engineering design and the preparation of safeguards and bidding documents.
- » Mobilize and support resident missions and national consultants. They provide extensive support during uncertain times and they contribute in speeding up project implementation amid the restrictions caused by the pandemic.

G. TECHNOLOGY

- » Use information and communications technology (ICT) to the fullest: in procurement, financial management, safeguards due diligence, monitoring, and other aspects of the project cycle. Use online platforms for public consultations. Moreover, full digitalization of transactions and processes helps organizations adapt during the pandemic. ICT became indispensable in contract tracing and screening for COVID risks.
- » Provide countries without an electronic procurement system with free access to ADB’s e-procurement so that they can proceed with procurement despite mobility restrictions.

3. Lessons and Way Forward

A. QUALITY AND PROJECT READINESS

- » Quality is non-negotiable; while complexity of design is variable, depending on project requirements, such as safeguards considerations. Ensure adequate project quality by building in climate-resilient components and elements into the design.
- » Invest more in project readiness using TAs, the project readiness financing facility, or the small expenditure financing facility. Had projects been more ready, they would have gone into contracting mode even during the pandemic, rather than going into project design work when civil works could not be launched due to mobility restrictions.

B. RISK MANAGEMENT

- » Consider including price adjustment clauses in contracts that have shorter duration. This should afford some degree of predictability to employers and bidders. This is particularly true with civil works that utilize imported materials.





C. PLANNING

- » Set up a polycentric planning structure that distributes responsibility across several units and locations. Similarly, adapt more integrated planning that considers the urban and non-urban spatial environment.
- » Learn from the lessons of ‘covidized’ country partnership strategies (CPS) that have COVID management elements built into the strategies. These CPSs are used as bases for determining the borrowing pipeline and the cost implications of pandemic management.
- » Take notes. This is the time to get ready by laying the groundwork for policy architecture and all the preparations that need to be done in preparation for future emergencies.

D. PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

- » Build trust by conducting early and extensive consultations with project stakeholders. This contributes to high project readiness.
- » Intensify, expand and invest in the cooperation between the public and private sectors, which is imperative given the increasing cost of COVID management that deflates public funds.
- » In addition to communicating better with stakeholders, expand the base of stakeholders to include the youth as part of the supply chain. Involve them in planning and service delivery.

E. TECHNOLOGY

- » Invest more in technology solutions, particularly in remote solutions for project monitoring. ICT hardware and software are particularly helpful in cases of border closures that call for multimodal transport solutions. ICT can complement the work of staff in countries where local travel is allowed and where EA and IA staff have done well in project monitoring and supervision within a difficult operating environment.
- » Provide technical assistance for technology solutions, and consider piloting projects to demonstrate the viability of these solutions.



SESSION 2: CASES

c. Project Quality in a Challenging Environment

THIS SESSION PRESENTS CASES FROM COUNTRIES THAT ILLUSTRATE THE ACTIONS AND DECISIONS TAKEN BY PROJECT IMPLEMENTERS IN EMBEDDING QUALITY IN PROJECT DESIGN AND IMPLEMENTATION. THE CASES PROVIDE THE PROJECT CONTEXT, ISSUES, ALTERNATIVE COURSES OF ACTION, BEST OPTIONS POSSIBLE, AND RESULTS.

Cambodia's National Solar Park Project

The solar project demonstrates various approaches to innovative resource mobilization and public-private partnerships.

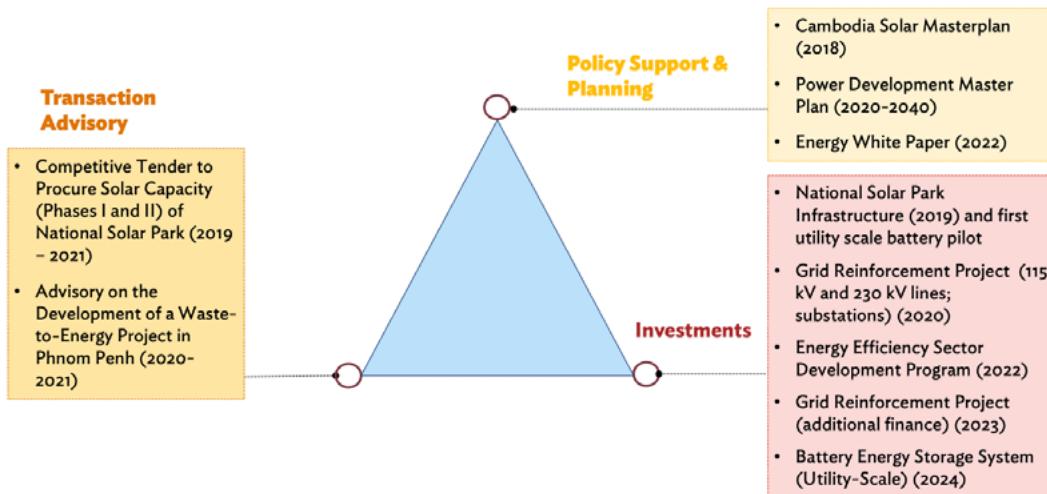
1. Context

Cambodia is experiencing a rapid and consistent increase in demand for electricity. The government meets part of that demand, but the country's energy sector is highly dependent on imports. Cambodia was not utilizing its abundant solar resources and only 10 MW of solar capacity had been installed before ADB's engagement. The cornerstone of the program was the development of a 100MW national park located in Kampong Chhnang. The National Solar Park has two components: the solar PV power plants which was financed by private investment; and the grid connection infrastructure that was financed from public investment.



ADB in Cambodia – Energy Sector Support (2017 – 2024)

A comprehensive package of solutions, including strategic investments, transaction advisory, and policy and planning support



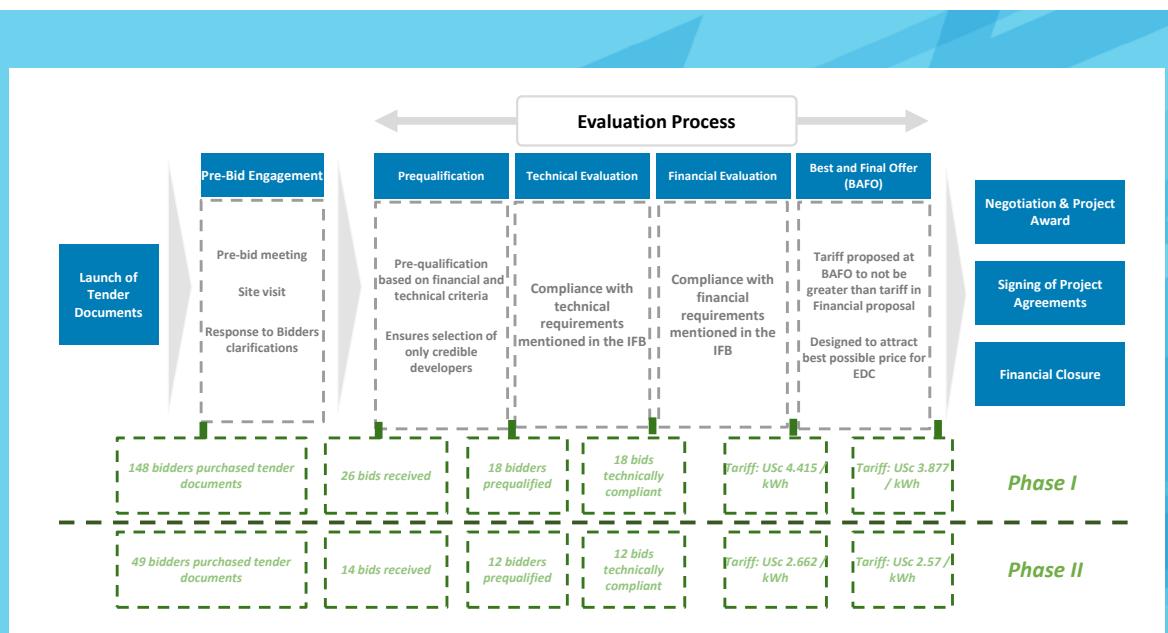
2. Actions Taken

- » Create a comprehensive roadmap that changes the landscape of the energy sector in Cambodia and allows Electricite du Cambodge (EDC, Cambodia's state-owned electricity provider) to effectively use Cambodia's vast solar resources. EDC and ADB developed a strategy to attract international private investors into the solar sector in Cambodia.
 - **Competitive bidding:** The selection of a private partner through competitive bidding to ensure that EDC obtained the best possible pricing and conditions.
 - **Land acquisition and identification:** EDC identified and acquired the site to ensure maximum interest from international solar operators that were not yet present in Cambodia.
 - **Bankable PPA:** The PPA or public-private agreement was upgraded to ensure that the project could be financed through low-cost project finance debt and hence, the cost of capital was as low as possible.
 - **Credible advisors:** The presence of ADB supporting the project assured international bidders that the project was going to be procured transparently and that EDC was committed to completing the project.
- » Simplify the scope of works. Be transparent about the credit risks and pricing, and be clear about the specific aspects of the project where private sector participation is viable. This implies a significant amount of preliminary work, and this should be taken into account in the project timeline.

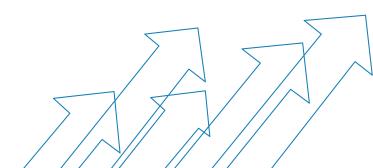


3. Lessons and Way Forward

- » The project raised significant interest from the market and demonstrated that—if well structured—solar energy can be as cost competitive as other generation technologies.
- » Phase II of the project was procured during the COVID19- pandemic and delivered competitive pricing. This demonstrates that Cambodia can be an attractive investment destination even during the pandemic. Countries that are looking for ways to revive the economy may consider solar projects as a viable mechanism for attracting foreign direct investment.



- » ADB's engagement unlocked the potential for additional solar energy and provided a model that EDC has used to procure several other solar projects. Incorporating lessons from an actual PPP project into the country's PPP law is a good model. The project also became a model that is being considered in other parts of Southeast Asia.



Pakistan's Balakot Hydropower Development Project

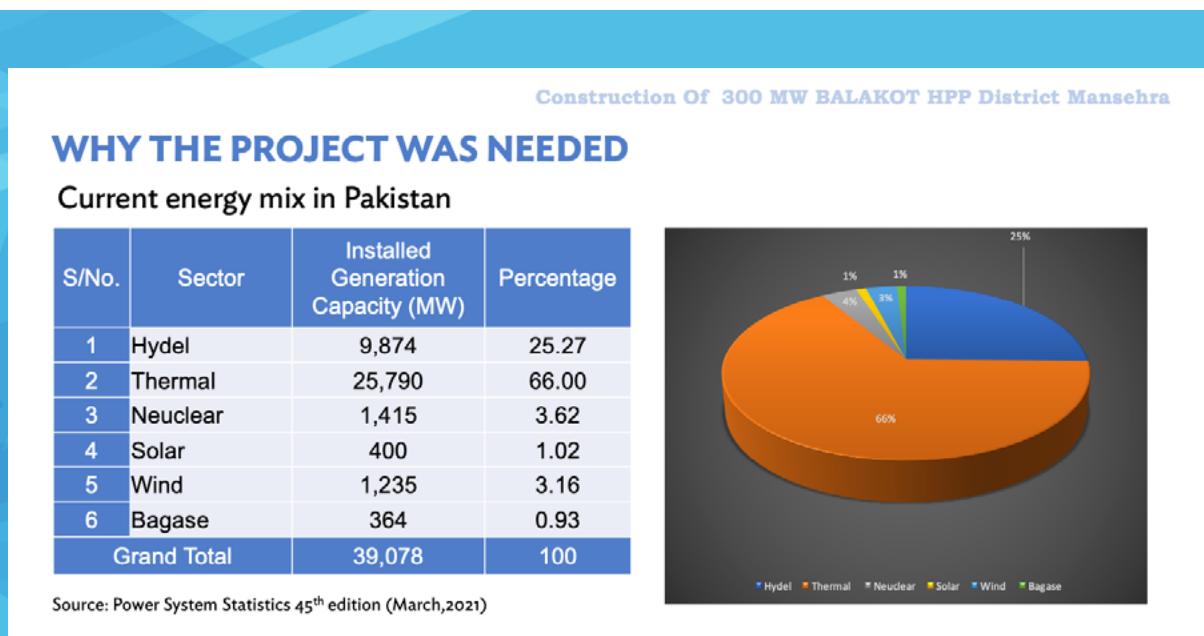
This project demonstrates the application of the readiness framework and the integration of climate resilience in project design.

1. Context

Pakistan wants to increase the revenue generation potential of the provincial government and improve the country's energy mix of hydro, wind, and solar. Due to the complexity of the project, the government and financing institutions demanded a satisfactory degree of project readiness.

2. Actions Taken

- » Strengthen project readiness through advance procurement and assessments related to land acquisition and approvals of environmental compliance. In addition, mobilize project management consultants prior to loan approval.



- » Hold consultations with affected communities in advance and disclose draft land acquisition documents. This helps project implementers address the concerns of stakeholders and avoid major issues later.
- » Set up multiple layers of technical reviews: government, technical team, international panel of experts. Employ international consultants to produce medium and high-case scenarios in climate and hydrological assessments, such as the capacity of a seismic-strengthened dam to withstand flood risks.

Climate Change Considerations

❖ Key challenges

- ❖ Highly complex climate environment with uncertain climate outcomes
- ❖ Complex and vulnerable critical infrastructure
- ❖ Risks to financial viability: variable and/or water availability
- ❖ Risks to operations: increased sedimentation
- ❖ Potentially catastrophic impacts: flood and overtopping

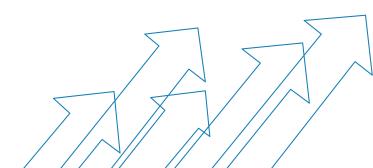
❖ Key approach and solutions

- ❖ Early-stage support from international consultants and ADB experts
- ❖ Climate and hydrological assessment with medium and high-case scenarios
- ❖ Seismic-strengthened dam can withstand flood risks
- ❖ Financial viability assessment includes downside risks
- ❖ Enhanced capacity building and awareness program

- » Integrate climate resilience in design and implementation. Undertake due diligence and incorporate the necessary climate elements from technical specifications to capacity building. Consider that climate risks affect the structure itself as well as its operation and maintenance.
- » Broaden the physical analysis to include climate considerations, hydrology, and stress tests of the dam. In addition, understand the economic and the financial aspects of the project. Consider as well the operation and maintenance, how O&M is affected by increased sedimentation and other environmental factors.
- » Engage the services of a nongovernment organization to develop and implement awareness raising programs, help mobilize the local community, address the members' project-related concerns, and develop their skills to benefit from the economic activities in the project area.

3. Lessons and Way Forward

- » Project readiness and project processing are mutually reinforcing. For example, once project management consultants are mobilized, loan negotiation follows. Whichever track is behind, the other pushes it.





SESSION 3: PANEL

D. Innovation and Resilience

THIS SESSION EXPLORES NOVEL WAYS OF DESIGNING AND IMPLEMENTING PROJECTS THAT CAN WITHSTAND AND RECOVER FROM EXTERNAL SHOCKS OF DIFFERING MAGNITUDE. THE FOCUS IS ON FINDING A DIFFERENTIATED APPROACH AT PROJECT AND DMC LEVELS.

1. Context

The pandemic exposed the uneven capacity of countries in ICT, contracting industry, and the labor market. Domestic resources are on a critical path, but capacity is diverse across DMCs. Achieving a high level of project readiness becomes more challenging due to mobility restrictions.

2. Actions Taken

A. PROJECT READINESS

» Project readiness begins upstream and extensive preparation enhances project readiness. For example, determine how many kilometers of road a project intends to build and prepare for three times of that, because it is possible that certain portions of a prospective location may not conform with the site selection requirements. This technical preparation should be complemented by due diligence work for safeguards, resettlement, environment, and procurement; securing budgetary provisions, appointing and training project teams; and early engagement and building trust among project stakeholders.

B. PROCUREMENT AND CONTRACTS

» In response to the pandemic, adopt a flexible, agile, and universal procurement in DMCs following provisions in the ADB's Procurement Policy in response to health emergencies. Universal procurement was adopted to support the procurement

of goods and services more broadly, and to permit procurement to be directed through the United Nations and other international agencies. Central to the flexible response was allowing direct contracting, when justified.

- » Use a flexible approach in ongoing contracts with open negotiations for the mutual benefit of the employer and the contractor. Customize the bidding documents by adapting to local industry practices and addressing contractors' concerns.
- » Set up contingency plans, such as working in shifts, rotation, and remote operations. Use the window in between lockdowns to procure materials, including machine spare parts, and stock up the inventory.

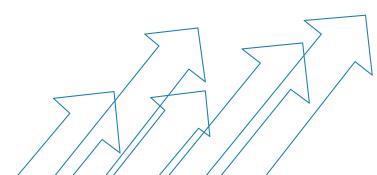
C. RESIDENT MISSIONS AND CONSULTANTS

- » When headquarter-based staff cannot travel because of mobility restrictions, mobilize the resident missions and national consultants to help in project processing, safeguards, procurement, and monitoring, including liaising with EAs. In some regions or countries where there is a dearth of national consultants and when appropriate, hire consultants on regional assignment to support a cluster of countries within the same region.



D. CAPACITY BUILDING

- » Provide online training through capacity building centers in countries. This is effective in delivering briefings on health and safety standards in project implementation. A regular business seminar is also helpful, now made online due to the pandemic.
- » Intensify the training of executing and implementing agencies on ADB policies, standards and procedures, including the use of templates. If needed, form a committee that will ensure that standards are followed in project procurement, social and environmental safeguards, and other processes.



- » Address the concerns of some staff in implementing agencies so that they develop better ownership of the project. Some IA staff tend to hand over project ownership to national and international consultants, which should not be the case because these consultants are available only in the interim and their role is to support the IA and not take over the agency functions.

E. TECHNOLOGY

- » Use mobile phones to take photos and videos of projects as part of real-time monitoring. The remote monitoring extends to the use of drones, whose aerial coverage is expanded from a community site to the coastline to get information about rising sea level and hazards. Projects are working with governments to ensure that the drones conform with the prevailing regulatory laws and obtain the appropriate licensing.
- » Optimize remote operations through remote commissioning during equipment installation and testing, remote supervision of national consultants, and virtual missions.

3. Lessons and Way Forward

A. PROCUREMENT AND CONTRACTS

- » Integrate real-time implementation and monitoring in the entire portfolio management system. E-Ops, which is already in place, is a good start. Moreover, expand the functionalities of the procurement system to include historical data about contractors, such as their performance, financial audit, and other related information.



- » Review the age and experience requirements specified in consulting contracts and qualification criteria. This is with a view to benefitting from the younger and technology-savvy generation so that these professionals can join the consultant-contractor-client ecosystem, which is currently populated by more senior practitioners.

- » Simplify the procurement timeline. Manage contract extension, price escalation, and other changes. To do this, establish clear standards and achieve a good balance between flexibility, discipline, and transparency.
- » Explore opportunities for sourcing local materials rather than importing them, especially because the pandemic has caused border lockdowns and travel restrictions.

B. RESIDENT MISSIONS AND CONSULTANTS

- » Provide more human resources and authority to resident missions. Support them in capacity building, especially in their work with DMCs. Use remote commissioning as an opportunity to build the capacity of local consultants, where mentoring and coaching can be provided by international consultants offsite.

C. CAPACITY BUILDING

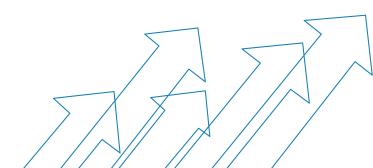
- » Address the disconnect in terms of how domestic industries are built, where there is no skilled labor, not much opportunity, and no technical-vocational training to build that labor in. And where there are other contractors coming from other countries bringing their own skilled labor and taking it back with them. The transfer and development of skills are not happening.

D. TECHNOLOGY

- » Support DMCs in setting up a government structure that uses technology, especially in procurement and data analysis. In parallel, include connectivity, such as cables and fiber optic lines, when building an infrastructure, for example, roads and bridges. This should be more cost efficient and forward looking.



- » Use artificial intelligence and big data to identify issues real-time rather than having to wait for something to happen and notice it weeks later. Exploit the use of technologies for project planning, design, and monitoring. Data analytics will drive decisions.





SESSION 4: CASES

E. Innovation and Resilience

THIS SESSION PRESENTS CASE STUDIES FROM COUNTRIES THAT ILLUSTRATE EXAMPLES OF INNOVATIVE ACTIONS AND DECISIONS TAKEN BY PROJECT IMPLEMENTERS TO MAKE PROJECTS MORE RESILIENT DURING THE PANDEMIC. THIS SESSION ALSO LOOKS AT THE CHALLENGES IN CLIMATE CHANGE, FRAGILE AND CONFLICT-AFFECTED SITUATIONS, AND SMALL ISLAND DEVELOPING STATES. THE CASE STUDIES PROVIDE THE PROJECT CONTEXT, ISSUES, ALTERNATIVE COURSES OF ACTION, BEST OPTION POSSIBLE, AND RESULTS.

Tonga's Renewable Energy Project

The energy project demonstrates how digital technology and the collaboration between national and international contractors helped the IA implement the project during the pandemic.

1. Context

The project is part of the Pacific renewable energy financing facility and its aim is to reduce dependence on imported fossil fuels to meet Tonga's power requirements. The pandemic disrupted the supply chain and mobilization of resources, thus causing bottlenecks in contracts and implementation arrangements.

The Challenge

- ❖ COVID-19 related travel and border restrictions
- ❖ Construction slowed down
- ❖ Equipment delivery delayed
- ❖ Contractors staff and consultants travel stalled
- ❖ But the project just cannot stop



2. Actions Taken

- » Use a combination of onsite and offsite supervision and factory acceptance testing, with the international contractor located in one country and its representative at the project site in Tonga. Deploy a project management staff from another country in the region to work onsite during commissioning.
- » Mobilize local contractors to undertake less complex civil works and equipment installation. During remote commissioning, use the opportunity to build the technical expertise and capacity of local contractors and learn from their international counterparts. In support of the process, communicate and collaborate with project actors, particularly during construction and in the supervision of consultants.
- » Negotiate the terms of remote commissioning by requesting the contractor to submit a cost proposal, and discussing it with the implementing agency and ADB. Consider how remote commissioning can help reduce cost and ADB agreeing to the contract revision due to unforeseen events.

Story Behind the Story

- ❖ Time pressure due to IPPs
- ❖ Contractor's concerns for cost with remote commissioning
- ❖ Warranty validity concerns
- ❖ Quality assurance by CSC team
- ❖ Conflicting, but supportive role of PMU
- ❖ Tonga Power Limited (TPL) involvement
- ❖ Government's support



3. Lessons and Way Forward

- » Set up contingencies to account for schedule delays and supply chain disruptions. Ensure that the contract provisions for force majeure can account for emergencies of similar magnitude as the pandemic.
- » Boost the capacity and availability of facilities for remote works.
- » Monitor the long-term impacts of the pandemic on the supply chain and adjust project design and implementation processes accordingly.



Nepal's Tanahu Hydropower Project

The hydropower project illustrates the multistakeholder engagement and use of geospatial information technology undertaken by the project team to uphold the environmental and social safeguards of indigenous peoples in the project area.

1. Context

The project required complex mapping and analysis of land claims, compensation of project-affected people, as well as upgrade of data management systems.

Safeguard Objectives

Outcomes for Resettlement

- avoid involuntary resettlement wherever possible
- minimize involuntary resettlement by exploring project and design alternatives
- enhance, or at least restore, the livelihoods of all displaced persons in real terms relative to pre-project levels
- improve the standards of living of the displaced poor and other vulnerable groups

ADB SPS 2009
SR2. Involuntary Resettlement Safeguards

Outcomes for Indigenous Peoples

- To design and implement projects in a way that fosters full respect for Indigenous Peoples' identity, dignity, human rights, livelihood systems, and cultural uniqueness as defined by the Indigenous Peoples themselves so that they:*
- receive culturally appropriate social and economic benefits
 - do not suffer adverse impacts as a result of projects
 - can participate actively in projects that affect them

ADB SPS 2009
SR3. Indigenous Peoples Safeguards

2. Actions Taken

» The project used ICT to identify land claims and sacred sites of indigenous peoples to complement the project's cultural impact assessment. The project extended the spatial data analysis to identify areas that may be prone to flooding and landslides and to help refine the definition of buffer zones. In parallel with investing in a combination of open source and proprietary software for social and environmental risk screening, the project also improved the IA's capacity for data-driven reporting and documentation.

Country Contexts

- Detailed Measurement Survey (DMS) & Census Survey
- Land Valuation
- Natural Resource Access & Benefits-Sharing
- Consent
- Action Plan for Legal Recognition of Customary Rights

Project Concerns

- Analysis of Government Compensation Determinations
- Archiving & Record-Keeping Practices
- Structuring Social Data
- Project Area of Impact
- Cultural Assessment

Solutions Supporting OSPF Problem-Solving

1. Mapping land claims
2. Mapping sacred sites
3. Cultural 'needs assessment'



3. Lessons and Way Forward

» Cross-functional team collaboration is required to address the limitations of the technical assistance, which is not intended to respond to new issues that surface during implementation. The project benefited from various partners in mobilizing resources, procuring the software, and finding the right experts from the Budget, People and Management Systems Department of ADB, the Urban Climate Change Resilience Trust Fund, regional departments, and the Nepal Electrical Authority.



SESSION 5: PANEL

F. Health and Safety

THIS SESSION DISCUSSES RECOVERY AND RESPONSE TO THE PANDEMIC AND EXPLORES HEALTH AND CLIMATE CONSIDERATIONS WHEN PLANNING AND IMPLEMENTING PROJECTS THAT CONTRIBUTE TO SUSTAINABLE DEVELOPMENT.

1. Context

Projects were caught unprepared by the pandemic, with health not central in design and implementation. In some cases, it was neglected.

2. Actions Taken

A. PLANNING

- » Use health impact assessment or HIA in planning, implementation, and construction. This means ensuring the health of workers even before planning for projects. HIA makes sure the project does not negatively impact the environment and communities, or even produce negative outcomes.
- » Use HIA in creating a health and age-friendly city action and management plan (HACAMP), an approach that is informed by lessons from the World Health Organization. HACAMP combines the qualities of a city that meets the needs of children and the elderly, with the assumption that this cluster of the population represents the basic requirements of a healthy city. Using Maslow's hierarchy of needs, HACAMP meets the basic needs for air, water and shelter before progressing to higher needs in the pyramid.

B. RISK MANAGEMENT

- » Use ADB's guidance note on safeguards during the pandemic, which includes the necessary adjustments in the conduct of missions and employment of consultants to represent ADB in public consultations.
- » Use a COVID risk screening form to determine the safeguard risk category for the project. Similarly, use a rapid environmental assessment (REA) checklist to determine the health and safety risk of the project. The REA now includes questions to determine the implementation of COVID screening procedures. Moreover, the environmental management plan lists various safety protocols, such as hand hygiene, respiratory hygiene, environmental cleaning and disinfection. The risk category helps teams decide whether a project is to proceed using regular procedures, use adaptive mechanisms, or postpone its implementation.

C. CONSULTANTS

- » Mobilize national consultants in organizing consultations, monitoring, and missions. Use this as an opportunity to boost their capacity in project design and implementation.

D. TECHNOLOGY

- » Use a wide array of technology solutions for public consultation and project monitoring, such as SMS, chats, and drones.

3. Lessons and Way Forward

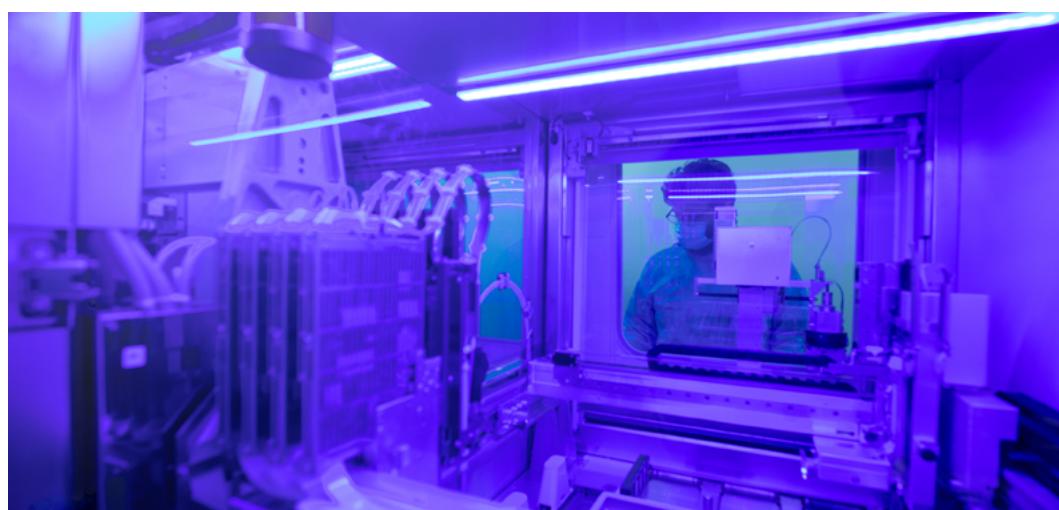
A. PLANNING

- » Using health as an overarching goal creates an opportunity for cross-sector coordination and alliances under the concept of health as a universal public good. Look at health across domains, both human and zoonotic. Conceive of the environment as not just the forest cover, but also roads and the quality of air and water that contributes to health and well-being.
- » Form a health team that is interdisciplinary that involves various disciplines, expertise, and administrative agencies. Ideally, the health team is to be chaired by the local chief executive (mayor, for example). This political will is needed in championing a multisectoral approach to health.
- » Use evidence and data from projects, communities, and developing member countries so that teams make decisions and create adaptive management processes based on such evidence.



B. OCCUPATIONAL HEALTH AND SAFETY

- » Consider developing a financing modality for COVID diagnostics, such as RT-PCR, at project level. Currently, ADB provides grant support for diagnostics, but at national government level.
- » In assessments, focus on what would expose staff to risks in performing their functions and ensure that there is additional oversight about staff well-being. Include mental health in the ambit of healthcare, especially in terms of how staff are coping with reduced in-person interaction, working remotely or in hybrid work arrangements.
- » In risk monitoring, put emphasis on community health where projects are implemented, people's health-related protection, improved infection control, and epidemic early warning systems.



C. PROCUREMENT AND CONTRACTS

- » Factor in the cost of COVID-related disruptions on the supply chain. These complications are causing shortages and delays in procuring materials, and hence a difference in vendor pricing. Because of mobility restrictions, projects are opting to source materials from local sources instead of importing them.
- » With guidance from national governments that procurement should be only from vendors that have a fairly good plan to address health security concerns, contracts will have to be a lot more stringent on COVID prevention and management clauses.

D. COMMUNICATION AND STAKEHOLDER ENGAGEMENT

- » Design and implement a risk communication strategy that informs, involves, and empowers implementers and workers on the ground. Be forthright about the risks and challenges and communicate the benefits of working together across diverse groups and organizations.



SESSION 6: PANEL

G. Forum Highlights and Recap of the 3Rs

THIS SESSION SYNTHESIZES THE LEARNINGS THROUGHOUT THE FORUM ALONG THREE AREAS: DIFFERENTIATED APPROACHES IN NAVIGATING DEVELOPMENT CHALLENGES; SPEED AND FLEXIBILITY IN PROJECT DESIGN AND IMPLEMENTATION VIS-A-VIS LONG-TERM RECOVERY AND RESILIENCE; AND WAY FORWARD IN THE PARTNERSHIP BETWEEN ADB, DEVELOPING MEMBERS, AND DEVELOPMENT PARTNERS.

Planning and Project Readiness

- » Adopt a holistic approach in project planning, guided by a medium-term public investment management strategy. Part of the strategy is mobilization of private sector investments through public-private partnerships (PPP). Enabling laws are being drafted and some are already in place to promote PPP.
- » Use project management tools called project filters that guide project preparation whereby certain milestones trigger progression to the next stage in the process. This tool is complemented by ADB's Project Readiness Financing Facility.
- » Use a differentiated approach in project design and implementation as a single approach cannot be applied uniformly across upper middle income countries and fragile-affected countries. Developing members have unique challenges and capacities, including their local contracting industries.
- » Project readiness can help increase the portfolio, especially with a financing facility such as the Infrastructure Preparation and Innovation Facility that supports robust project preparation, safeguards, and procurement. The facility includes funds that can be used to recruit high quality engineering firms.
- » Project readiness also includes having the capacity for diagnostics and contact tracing of infected persons during the pandemic, as the health and safety of workers are paramount in project design and implementation.



Climate Resilience

- » Put resilience at the core of plans and strategies, specifically country partnership strategies. Support upstream climate assessments to create the basis for climate adaptation, especially with a focus on resilience. This translates to the use of a climate lens in projects, such as through a multihazard risk assessment that informs investment planning. The tool is envisioned to be replicated in other cities and countries.
- » Broaden the source of climate finance in terms of sector coverage and modalities, possibly even including climate and policy-based lending and results-based lending.



- » Promote climate mitigation in transport, such as by reducing carbon emissions while at the same time focusing on adaptation. The latter is operationalized in the design of resilient infrastructure, coupled with social protection mechanisms that will help vulnerable families recover from external shocks associated with disasters and climate change.

Procurement and Contracts

- » Build procurement processes better using the learnings and challenges of the pandemic. Look for more efficient procurement modalities. Boost electronic procurement and contract management systems as they allow continuous transactions even amid lockdowns. Not only build back the infrastructure better but build back the processes better.
- » Be flexible in project implementation. Old adversarial contact model does not work well, neither in crisis nor out of crisis. Collaborative partnership contacting models deliver more value.

- » Support the development of domestic markets. This is not only about resilience but also about the development impact and the benefits accruing domestically as opposed to being largely dependent on imported goods and services.

Technology

- » Use technology, such as videoconferences, drones, GIS, and artificial intelligence, as part of flexible and agile approaches in response to pandemic-induced travel restrictions and the impact on project preparation and project implementation. ICT is not only efficient, but it also affords greater transparency and accountability, because transactions that are captured online can be translated to data that can be published and shared with key stakeholders.



Capacity Building

- » Train ADB staff to support developing members in climate change mitigation and adaptation, including in the administration and management of various technical assistance and financing modalities.
- » Enhance the project design and implementation capacity of executing and implementing agencies, including the professional certification of their project management processes and procedures.

Partnership, Collaboration, and Stakeholder Engagement

- » Understand the financial situation of beneficiaries and their livelihood, particularly those communities that will be resettled. Design programs to respond to their needs.
- » Climate resilience is a complex challenge. Collaborate with development partners, especially at the level of country programming, budget support, and policy reforms.





F. Closing Remarks

WOOCHONG UM

ADB Managing Director General

Good afternoon.

Congratulations to all of you for completing this three-day forum. I hope the experience gained were productive, useful, and enduring.

The pandemic may have changed the way we work, but we have not changed in our commitment to strengthening governance and institutional capacity. The key takeaway from this forum is the importance of embedding the three Rs in design and implementation, that is results, resilience, and recovery.

First on results, we must invest in the quality of project design, delivery, and implementation. We need to consider key issues such as climate, gender, use of digital technology, and other dimensions in the early stages of project preparation, and keep in mind available project readiness modalities.

Second on resilience, projects should support our developing member's broader development objectives, and complement national and regional goals and strategy. In this regard, all stakeholders should hold continuous and frequent dialogues on how each project aligns with these priorities.

Third on recovery, work collectively for a green, inclusive, and prosperous recovery, and a stronger Asia and the Pacific. We should look beyond the immediate recovery from pandemic towards a longer term goal of addressing environmental, social and other development issues that were highlighted during the unprecedented pandemic. Above all, we must transform our culture. We must be more innovative and continue to be ambitious in our development agenda.

I trust this forum has given you sufficient know-how and the motivation to navigate these challenging times and beyond.

Thank you and everyone, please stay safe.



We should look beyond the immediate recovery from pandemic towards a longer term goal of addressing environmental, social and other development issues that were highlighted during the unprecedented pandemic. Above all, we must transform our culture.



| MNL STANDARD | DAY ONE TUESDAY 9 NOVEMBER | DAY TWO WEDNESDAY 10 NOVEMBER | DAY THREE THURSDAY 11 NOVEMBER |
|---|--|--|---|
| OPENING 10:15–10:30 a.m. | INTRODUCTORY REMARKS REHAN KAUSAR Director, Procurement, Portfolio and Financial Management Department, ADB | | |
| | KEYNOTE ADDRESS BRUCE GOSPER Vice-President (Administration and Corporate Management), ADB | | |
| MORNING SESSION 10:30 a.m.–12 noon | SESSION 1 Maintaining Project Quality | SESSION 3 Innovation and Resilience | SESSION 5 Health and Safety |
| AFTERNOON SESSION 12 noon–2:30 p.m. 2:30–4:00 p.m. | FREE TIME / PARTICIPANT NETWORKING SESSION 2 CASE STUDY SHARING Project Quality in a Challenging Environment | FREE TIME / PARTICIPANT NETWORKING SESSION 4 CASE STUDY SHARING Innovation and Resilience | FREE TIME / PARTICIPANT NETWORKING SESSION 6 Forum Highlights and Three Rs Recap CLOSING WOOCHONG UM Managing Director General, ADB |





ANNEX Winners of the #SuccessfulProjects Challenge

Congratulations to the winners of the #SuccessfulProjects Challenge!

Leaderboard

| 2 | 1 | 3 |
|-------------------------|---------------|-------------|
| Husan Aliev | Shahzad Rizvi | Amir Bashir |
| 8 Points | 8 Points | 8 Points |
| 4 Biblano Garay | | 8 Points |
| 5 Dishan Shirantha | | 7 Points |
| 6 Farrukh Yunuskhujaev | | 7 Points |
| 7 Lana Devdariani | | 7 Points |
| 8 Maria Estella Nacion | | 6 Points |
| 9 Chamila Wijeratne | | 6 Points |
| 10 Caroline Orani | | 6 Points |
| 11 Agnes Diamante | | 5 Points |
| 12 Lilibeth Rico | | 5 Points |
| 13 Sovortey Thaly | | 4 Points |
| 14 Sujan Rai | | 4 Points |