

**AIDE MEMOIRE
LOAN REVIEW MISSION
(23 April – 4 May 2012)**

**Loan No. 2752- ARM: Sustainable Urban Development Investment Program
– Project 1 (SUDIP1)**

I. Introduction

1. The Sustainable Urban Development Investment Program – Project 1 (SUTIP1) targets high-priority urban transport projects in Armenia in Yerevan and secondary cities. SUDIP1 is expected to improve the urban environment, the local economy, and living conditions within urban areas. The tranche 1 of the MFF amounts to \$48.64 million from ADB's ADF and was approved on 19 April 2011 by the Board. Loan and project agreements were signed on 19 May 2011 and ratified by the Parliament on 17 June 2011. The Loan was declared effective on 19 July 2011. The Executing Agency for the Project is the Ministry of Economy (MOE) and the Implementing Agency is the Yerevan Municipality (YM).

2. A Loan review Mission (the Mission)¹ visited Armenia to follow up on the implementation of the tranche 1 of the captioned MFF based on the Facility Administration Memorandum (FAM) approved in 2011. The Mission met with the Ministry of Economy (MOE), the Ministry of Territorial Administration (MTA) the Yerevan Municipality (YM) and the Yerevan Development PIU (YDPIU) which is assisting YM for the project implementation. The Mission (i) discussed the finalization of the update of the land acquisition and resettlement framework and plans; (ii) reviewed the implementation arrangements set up by YM and MOE; (iii) followed up the recruitment of the DESC and PMIC consultants; (iv) discussed TA scope for secondary cities; and (v) discussed with MOE the preparation of tranche 2. A wrap-up meeting was held with MOE and YM in Yerevan on 3 May 2012. This Aide Memoire (AM) summarizes agreements reached and actions recommended by the Mission².

3. The objectives of the mission included:

- (i) Review project components, discuss implementation progress, and identify any issue concerning timely completion of the Project.
- (ii) Assess the need to adjust project objectives, design, cost, financing plan, implementation schedule and revise the Facility Administration Manual accordingly
- (iii) Review status of contract awards, disbursements, and projections and update procurement plan if needed.
- (iv) Review loan covenants compliance status and any actions to improve the compliance.
- (v) Review the progress reports required under the Project and discuss any improvements.
- (vi) Review and discuss the project accounting and auditing.
- (vii) Review the financial management of the sub-projects.

¹ The Mission comprised Mr. A. Dauphin, Sr. Urban Development Specialist (Transport), Mrs. Ma. Romasanta, Sr. Project officer, CWUW and Ms. G. Mousaelyan, Sr. Project Officer, ARRM. The Mission was also guided by Mr. D. Dole, Resident Representative and A. Barseghyan, Sr. Country Coordination Officer, ARRM.

² It is subject to the review of the higher authorities of the Government of Armenia and ADB

II. Main Findings

A. Tranche 1 Implementation status

4. The Mission and YM reviewed the progress of the project implementation and updated the FAM (Attachment 2). An implementation schedule with weights was prepared. The Mission also reviewed the Quarterly Progress Report prepared by the YDPIU and provided recommendations and guidance to finalize it. As no significant activities were recorded during the first 9 months, the Mission agreed to prepare a progress report which actually spans the third and fourth quarters of 2011 and the first quarter of 2012 (Attachment 3).

1. Consulting services

5. The Consulting services currently being procured under Tranche 1 include:

- (i) The detailed engineering and construction supervision consultant (DESC); and
- (ii) The project management and institutional strengthening consultant (PMIC).

6. The Independent Monitoring Agency (IMA) overseeing the implementation of the LARPs has been recruited by YDPIU on 31 May 2012.

7. Submission 2 for the DESC package has been approved on 29 April 2012 by ADB. The financial proposals have been opened on 3 May 2012 and submission has been prepared and submitted to ADB on 17 May. ADB approved submission 3 on 21 May 2012 and authorized the Municipality to start negotiations with the first-ranked bidder. MOE and Municipality will schedule a Government Supervisory Board mid June to get clearance to start the negotiations.

8. The technical and financial proposal for the PMIC will be received by 6 June 2012. Submission 2 will be prepared by the Yerevan PIU by end of June 2012 and will be submitted to the Government Supervisory Board.

2. Procurement plan

9. The project to be implemented in tranche 1 comprises the construction of two urban road links:

- (i) Argavand Highway–Shirak St road (West),
- (ii) Artashat Highway–Shirak St. and St. Tamanciner section road (South-West)

10. Based on the recruitment of the DESC, the construction of the two road sections should be procured using the international competitive bidding (ICB) and be processed six month after the detailed designer is recruited, likely end of 2012. But this will depend on the timely implementation of the land acquisition and resettlement plans.

3. Contract awards and disbursement

11. The Mission and YM reviewed the procurement plan and updated the projections for contract awards for 2012 and 2013 and confirmed that an estimated value of \$5.90 million is expected to be awarded in 2012. Consultant's recruitment and contract awards will be reconfirmed during the next Loan Review mission in September 2012.

12. The imprest account was opened on 10 August 2011 at the State Treasury. A first withdrawal application of \$2.66 million was processed in 2011 but no disbursement has been recorded yet.

B. Safeguards Requirements

13. **LARF update.** During the mission, Municipality and the team resolved the last pending issues on the LARF (Attachment 4). The document was submitted to ADB and the ADB safeguards team confirmed the compliance of the LARF with ADB safeguard Policy, 2010. Municipality already prepared the decree for Cabinet of Ministers approval but the appendix prepared for the North South Corridor is not acceptable as it is and is currently being revised. ADB confirmed his conditional approval of the LARF and requested Municipality to submit the revised appendix when it is finalized between the Government, the North South Corridor PIU and the ADB safeguards team.

14. **LARP finalization.** Two LARPs prepared with the 2010 LARF and the existing alignment will be submitted to ADB by end of May by Mott Mac Donald. These LARPS will be updated by the DESC based on the 2012 LARF and the final alignment to be approved during the detailed design.

15. **LARP implementation.** In February, Municipality and ADB agreed splitting the subprojects into 6 different sections according to the scale of the resettlement. To facilitate the implementation, YM and the Mission requested the PIU to start preparing the first of these 6 LARPs with the support of the ARRM. This will make possible to start the implementation of the LARP for sections where alignment is already final and resettlement limited with comprehensive surveys. In addition, the Mission proposed YDPIU to recruit an individual national consultant to help them prepare the other LARPs and shared recent TOR prepared for Georgia. As the IMA has been already recruited, the implementation of the first LARP could start in autumn.

16. **Legalization.** YDPIU has already signed protocols with most of the APs and is now working on the legalization process.

C. Project organization, implementation arrangements and schedule

17. As the DESC is expected to be recruited in June 2012, the Mission discussed with the Municipality the organization adjustments for the YDPIU to ensure a successful and timely implementation of the project. The Mayor confirmed that the YDPIU will be strengthened with additional expertise who will complement the current team of the PIU. He also suggested to set up a specific unit within the PIU to ensure full coordination for procurement and resettlement aspects. Based on the discussion, the organization chart and the job description for the key staff have been discussed (Attachment 5).

18. The recruitment of the new staff will be carried out by Municipality with the assistance of ARRM. ADB will provide its no objection on the preferred candidates. While the PIU unit's operational expenses will be shouldered by the Municipality, salaries of the new staff will be paid under the loan under the incremental administration category. ADB management already endorsed the possibility to finance part of the PIU staff expenses with the loan proceeds. Municipality will prepare a budget of the PIU expenses and will submit it to ADB for review before proposing it to the GSB. ADB will provide samples of contract for the new staff and specify the adequate accounting mechanisms .

19. The Mission also requested YDPIU to start drafting its own Project Operational Manual (POM) which covers project management, procurement, financial and Safeguards management.

D. Tranche 2 preparation

20. The Mission met the Ministry of Territorial Administration (MTA) to reconfirm the preparation of the project in secondary cities to be financed under Tranche 2. The Mission detailed the two components of the technical assistance(s) to be financed under ADB grant:

- (i) The first component will help prepare the City Development Plan (CDP) for the four secondary cities prioritized by the Supervisory Board: Gyumri, Vanadzor, Dilijan and Jermuk. The CDP will propose an integrated urban strategy with an investment plan. Detailed design of the selected projects will be financed under the loan.
- (ii) The second component will provide an institutional support to MTA and will help structuring the agency which will implement the project in secondary cities. The consultants will present different organization and arrangements, and detail the features of the new agency (role, responsibilities, staffing, coordination mechanism with local governments, etc.).

21. MOE and MTA confirmed their agreement on the scope of work. ADB will submit detailed TOR for the individual consultants. ADB will complement the list of the existing studies covering the four secondary cities to facilitate the preparation of the City Development Plans. The mission will coordinate with ADB management to see if a single assistance will not be more appropriate given the scope of work. The Mission will draft the concept paper and finalize TOR for the different individual consultants once this is cleared.

E. Closing of Yerevan Sustainable urban transport Technical assistance

22. The Mission confirmed that all the knowledge products prepared for the Yerevan Sustainable Urban Transport Project showcasing the main findings of the Yerevan urban transport roadmap have been finalized: (i) a 15-board exhibition, a 10-page leaflet (A5), and an 8mn video. Mayor will be able to confirm the modality to organize the event (location, duration, display of YerevanProject models, press conference cocktail, and speaker).

III. Implementation schedule and follow-up actions

23. The implementation schedule of the project is the following:

Negotiation of the DESC consultant contract	IV-June 2012
Submission 2 for PMIC sent to ADB for approval	V-June 2012
YDPIU prepare first LARP with ARRM support (1/6)	II-July 2012
Submission 3 for PMIC sent to ADB for approval	II July 2012
DESC Consultant fielded	III-July 2012
Negotiation of the PMIC consultant contract	August 2012
Implementation of the LARP1	September 2012
PMIC Consultant fielded	September 2012
Finalization of detailed design for the two sections	November 2012
Implementation of the LARP2 and LARP3	November 2012
Preparation of bidding documents for Road section 1 and 2	December 2012
Implementation of the LARP4 to 6	March 2013
Award of the civil works contract	April 2013
Notice to proceed and preparation work	April –May 2013
Start of construction	May 2013

24. To ensure a timely implementation of the project, MOE and YM will
- confirm this Aide Memoire by 22 June 2012;
 - support and monitor Government's revision of the appendix of the LARF;
 - prepare the LARP for one of the six subsection to fast-track the implementation with ARRM;
 - prepare submission 2 of the PMIC by end of June 2012;
 - finalize the contract with DESC by end of June 2012;
 - confirm organization chart, job description and submit PIU budget based on the organization chart and job descriptions prepared by 20 June 2012; and
 - draft POM by April 2012.
25. ADB and ARRM will:
- Follow up with TA Consultant on the submission of the 2010 LARPs by June 2012;
 - help YDPIU finalizing the preparation of the submission 2 of the PMIC by end of June 2012;
 - help GoA and NS Corridor PIU revising the appendix of the LARF for NS Corridor;
 - help YDPIU preparing the LARP of the easiest section by end of June;
 - get ADB management approval of the PIU budget by end of June; and
 - confirm TA modality for tranche 2 and prepare concept paper and TOR for consulting services by end of June.
26. A consultation mission is scheduled in July 2012 to (i) follow up with revision of the LARF appendix and the implementation of the LARPs, (ii) attend the kick-off meeting of the DESC assignment and discuss implementation milestones, (iii) assist YDPIU in the finalization of the submission 2 and 3 for the recruitment of the PMIC; (iv) follow up on the recruitment of the new staff for the PIU; and (v) initiate the recruitment of the individual consultants for the preparation of the city development plan for the four selected Armenian secondary cities.

The Mission extends its deepest thanks to MOE, MTA, YM and YPIU for their guidance, assistance and fruitful cooperation.



Arnaud Dauphin
Mission Leader
Asian Development Bank

Prepared on 10 May in Yerevan, Armenia and revised on 15 May and 8 June 2012 after consultation with the Municipality.

Attachments:

1. List of Key Persons met by the Mission
2. Facility Administration Manual (FAM)- Project 1
3. Quarterly progress Report (Q3-Q4 2011 and Q1-2012)
4. Land Acquisition and Resettlement Framework- 2012
5. Organization Chart and Job description of key staff

LIST OF PERSONS MET

Ministry of Economy (MOE)

Karine Minasyan, First Deputy Minister
Hovhannes Avetisyan, Head of Investment Policy Department
Zarine Arushanyan, Investment policy department

Ministry of Territorial Administration (MTA)

Vache Terteryan, First Deputy Minister
Ashot Giloyan, Head of the Department of the local self-Government
Armen Keshishyan, MTA Advisory Consultant

Yerevan Municipality (YM)

Ashot Mnatsakanyan, Advisor to Mayor

Yerevan Development PIU (YDPIU)

Armen Badalyan, Project Director
Arman Petrosyan, Procurement Specialist

**Facility Administration Manual
(Updated on 10 May 2012)**

Attachment 2

Facility Administration Manual

Project Number: 42417

Loan Number: L2752

April 2012

Armenia: Sustainable Urban Development Investment Program

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APPENDIX

Quarterly Progress Report Format

Facility Administration Manual Purpose and Process

The facility administration manual (FAM) describes the essential administrative and management requirements to implement the project on time, within budget, and in accordance with Government and Asian Development Bank (ADB) policies and procedures. The FAM should include references to all available templates and instructions either through linkages to relevant URLs or directly incorporated in the FAM.

The Government of Armenia and Yerevan and other municipalities are wholly responsible for the implementation of ADB financed projects, as agreed jointly between the borrower and ADB, and in accordance with Government and ADB's policies and procedures. ADB staff is responsible to support implementation including compliance by Government of Armenia Yerevan and other municipalities of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At Loan Negotiations the borrower and ADB shall agree to the FAM and ensure consistency with the Framework Financing Agreement (FFA). Such agreement shall be reflected in the minutes of the Loan Negotiations. In the event of any discrepancy or contradiction between the FAM and the Financing Agreement, the provisions of the Financing Agreement shall prevail.

After ADB Board approval of the project's report and recommendations of the President (RRP) changes in implementation arrangements are subject to agreement and approval pursuant to relevant Government and ADB administrative procedures (including the Project Administration Instructions) and upon such approval they will be subsequently incorporated in the FAM.

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
AFS	–	audited financial statements
EA	–	executing agency
EARF	–	environmental assessment and review framework
EIA	–	environmental impact assessment
EPC	–	engineering procurement construction
FAM	–	facility administration manual
FA	–	Financing Agreement
FFA	–	framework financing agreement
GAP	–	gender action plan
GOA	–	Government of Armenia
IA	–	implementing agency
IARS	–	imprest account reconciliation statement
ICB	–	international competitive bidding
IEE	–	initial environmental examination
LAR	–	land acquisition and resettlement
LARF	–	land acquisition and resettlement framework
MIS	–	management information system
MFF	–	multitranche financing facility
MOE	–	Ministry of Economy
NCB	–	national competitive bidding
NGOs	–	nongovernment organizations
PAI	–	project administration instructions
PCA	–	procurement capacity assessment
PFR	–	periodic financing request
PIU	–	project implementation unit
PPMS	–	project performance monitoring system
PPP	–	Public private partnership
QCBS	–	quality- and cost based selection
RFP	–	request for proposal
RRP	–	report and recommendation of the President to the Board
SBD	–	standard bidding documents
SOE	–	statement of expenditure
SPS	–	Safeguard Policy Statement
WA	–	withdrawal application
YDPIU	–	Yerevan Development PIU
YM	–	Yerevan Municipality

I. INVESTMENT PROGRAM DESCRIPTION

A. Overview

1. The investment program targets a range of urban connectivity and mobility improvements in all parts of Armenia, aiming to improve transport efficiency, reliability, and safety, and reduce congestion.

1. Impact and Outcome

2. The impact of the MFF will be improved urban environment, local economy and enhanced private sector within urban areas. The outcome will be efficient, reliable and affordable urban infrastructures and services provided in Armenian cities.

2. Outputs

(i) Component A: Urban Infrastructure

- Road and bridge construction and urban infrastructure improvement
- Public transport network and infrastructure rehabilitation and extension
- Multimodal facilities including interregional transport services
- Urban infrastructure necessary to sustain economic development and tourism (economic, energy, information technology)

(ii) Component B: Institutional Strengthening

(iii) Part C: Program Management and Capacity Building

B. Project 1

1. Impact and Outcome

3. The impact of the MFF will be improved urban environment, local economy and enhanced private sector within urban areas. The outcome will be efficient, reliable and affordable urban infrastructures and services provided in Yerevan.

2. Outputs

(i) Component A: Urban Infrastructure

- Argavand Highway–Shirak St road (West)
- Artashat Highway–Shirak St. and Arshakunyats Avenue (South-West)

(ii) Component B: Institutional Strengthening

- Strengthened Institutional and monitoring management capacity of Yerevan and urban transport service providers
- Multimodal coordination and management committee set up

- Development of multimodal transport system (including tariff, ticketing, information, signage, urban transport website, accessibility, traffic model) and implementation action plan
- Set-up monitoring unit to evaluate impacts of the program including financial evaluation of the action plan

(iii) Component C: Project Management and Capacity Building

- Consulting services for program management, engineering and supervision recruited for each project to be implemented, preparation and management of subsequent projects, and advisory services for audit, safeguard monitoring and program evaluation
- Strengthening of Yerevan departments and units to oversee properly the Investment Program implementation with training program (transport planning and modeling, project, procurement, financial and safeguards management) organized for Yerevan and other urban transport providers and public awareness campaigns
- Equipment, software, traffic model, reference documents and awareness

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Fact-Finding Mission	8 - 31 March 2010
Technical discussions- Pre-loan negotiations	30 September 2010
Consultation Mission	14 - 18 February 2011
Loan Negotiations	1st March 2011
Financial Framework Agreement Signing	24 March 2011
Periodic Financing Request Signing	24 March 2011
Board Consideration	28 March 2011
Loan and Project Agreements Signing	19 May 2011
Loan Effectiveness	19 July 2011

Indicative Activities	Months							Responsibility
	Feb	Mar	Apr	May	Jun	Jul		
Advance contracting actions								YM, ADB
Retroactive financing actions								
Establish project implementation arrangements								YM, MOE
ADB Board approval								ADB
Loan signing								MOF, MOE
Government legal opinion provided								MOF, MOJ
Government budget inclusion								MOF
Loan effectiveness								PM, MOF

B. Overall Project Implementation Plan

	2011				2012				2013				2014				2015				(a) Assigned Weight	(b) Actual Progress	(a) x (b) Weighted Average
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Component A - Urban Infrastructure																							
Recruitment of Detailed Engineering and Construction Supervision of 2 Road Rings of Yerevan Western Ring Road																					5.0%	50%	3%
Detailed Design																					10.0%	0%	
Bid Documents																					1.0%	0%	0%
LARP Preparation and Implementation																					4.0%	30%	1%
Civil Works																							
Argavand Highway - Shirak St (West)																					28.0%	0%	0%
Artashat Highway - Shirak St & St Tamanciner (South-West)																					32.0%	0%	0%
Component B - Institutional Strengthening																							
Recruitment of Program Management & Institutional Strengthening Consultant																					4.0%	20%	1%
Multimodal Transport System Devt (tariff, ticketing, information signage, urban transport website, accessibility, traffic model, action plan)																					10.0%	2%	0%
Set-up monitoring units to evaluate impacts of program incl financial evaluation of action plan																					1.0%	0%	0%
Component C - Project Management and Capacity Building																							
Recruitment of Independent Monitoring Agency Consultants																					0.5%	80%	0%
Recruitment of Audit Consultants																					0.5%	0%	0%
Independent Resettlement monitoring																					1.0%	0%	0%
Environment Management Plan Key Activities																					1.0%	0%	0%
Gender Action Plan Key Activities																					0.5%	0%	0%
Communication Strategy Key Activities																					0.5%	0%	0%
Project Performance Management System (PPMS)																					0.5%	0%	0%
Total Weight Implementation Progress Weighted Percentage																					100%		5%

III. PROJECT MANAGEMENT ARRANGEMENTS

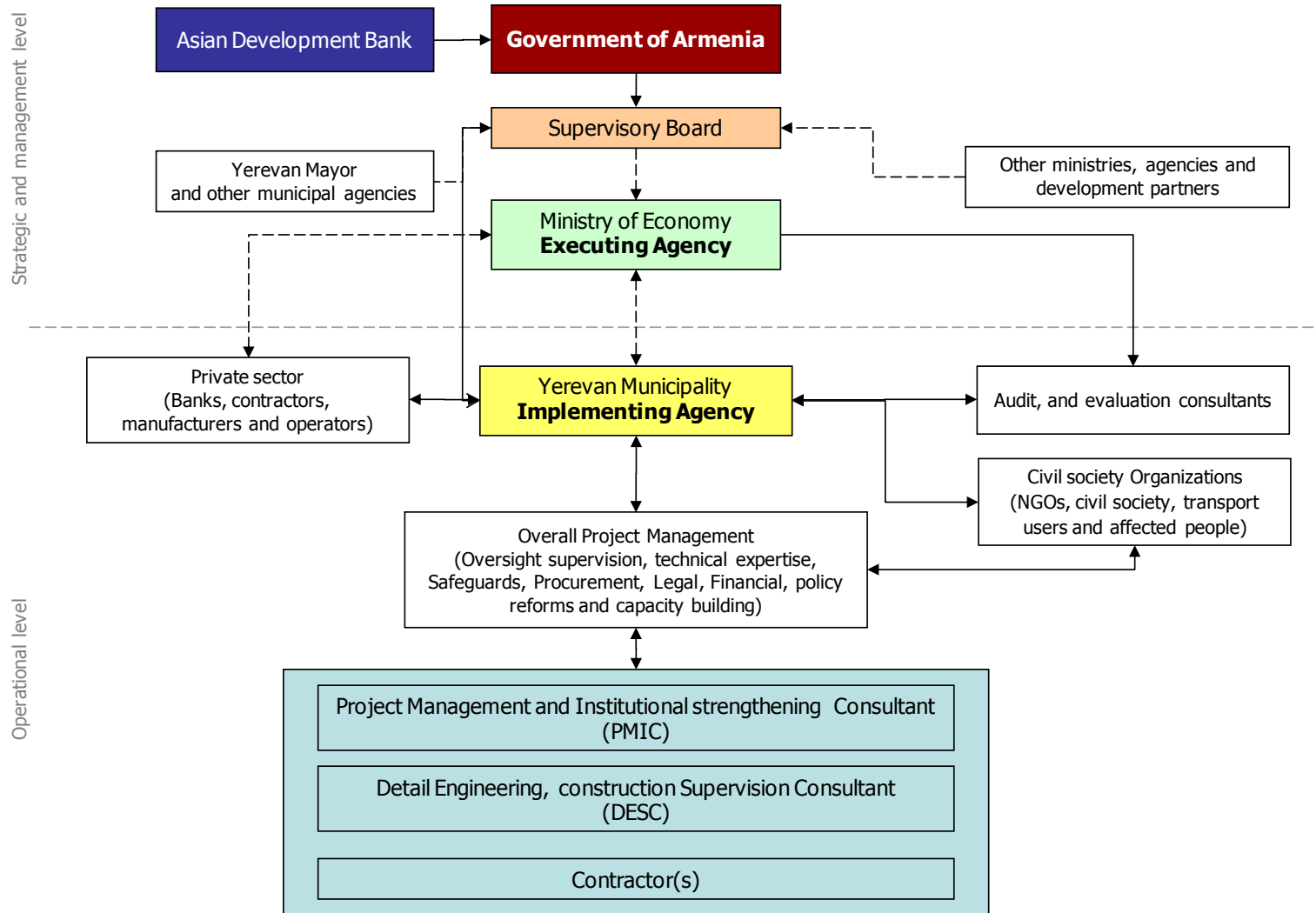
A. Project Stakeholders – Roles and Responsibilities

Project Stakeholder	Management Roles and Responsibilities
Government supervisory board with Yerevan and other relevant Municipalities	<ul style="list-style-type: none"> – oversee progress on the program investment – responsible for guiding development of urban transport in Yerevan and other cities (Priorities, subsequent tranches) – meet at least once every 6 months until Program completion
Executing Agency	<ul style="list-style-type: none"> – responsible for Program oversight and administration – hold quarterly meetings with the IAs – submit progress reports to the Supervisory Board for decision making – obtain ADB approvals for Project component finance – ensure compliance with Project covenants – prepare subsequent tranches and negotiate project and loan agreements
Implementation Agencies	<ul style="list-style-type: none"> – responsible for project implementation and management – oversee Program accounting and auditing – oversee implementation of urban transport roadmaps – carry out PPMS surveys – ensure city administrations comply with covenant – submit Project documents, including audit reports, to ADB and EA on time – invite bids/evaluate/prepare bid evaluation reports for ADB's approval award contracts – secure technical and ecological expertise for all civil works prior to bidding – conduct, monitor and review bid process and coordinate with ADB on all approvals – prepare quarterly progress reports and submit to EA within 20 days of the end of each quarter – implement the urban transport institutional reorganization – coordinate with ADB on matters related to disbursements – ensure monitoring and quality control of construction works with necessary safety measures – set up multimodal coordination committee and follow up the action plan – ensure urban services management and improved planning and monitoring management practices – manage detailed surveys, investigations and engineering designs for all subcomponents – prepare necessary land acquisition and resettlement framework environmental impact assessment (EIA) or initial environment examination (IEE) and environmental management and monitoring plan (EMMP) – administer construction or rehabilitation contracts (with support from relevant municipalities) – ensure quality control – evaluate work done by contractors and certify payments

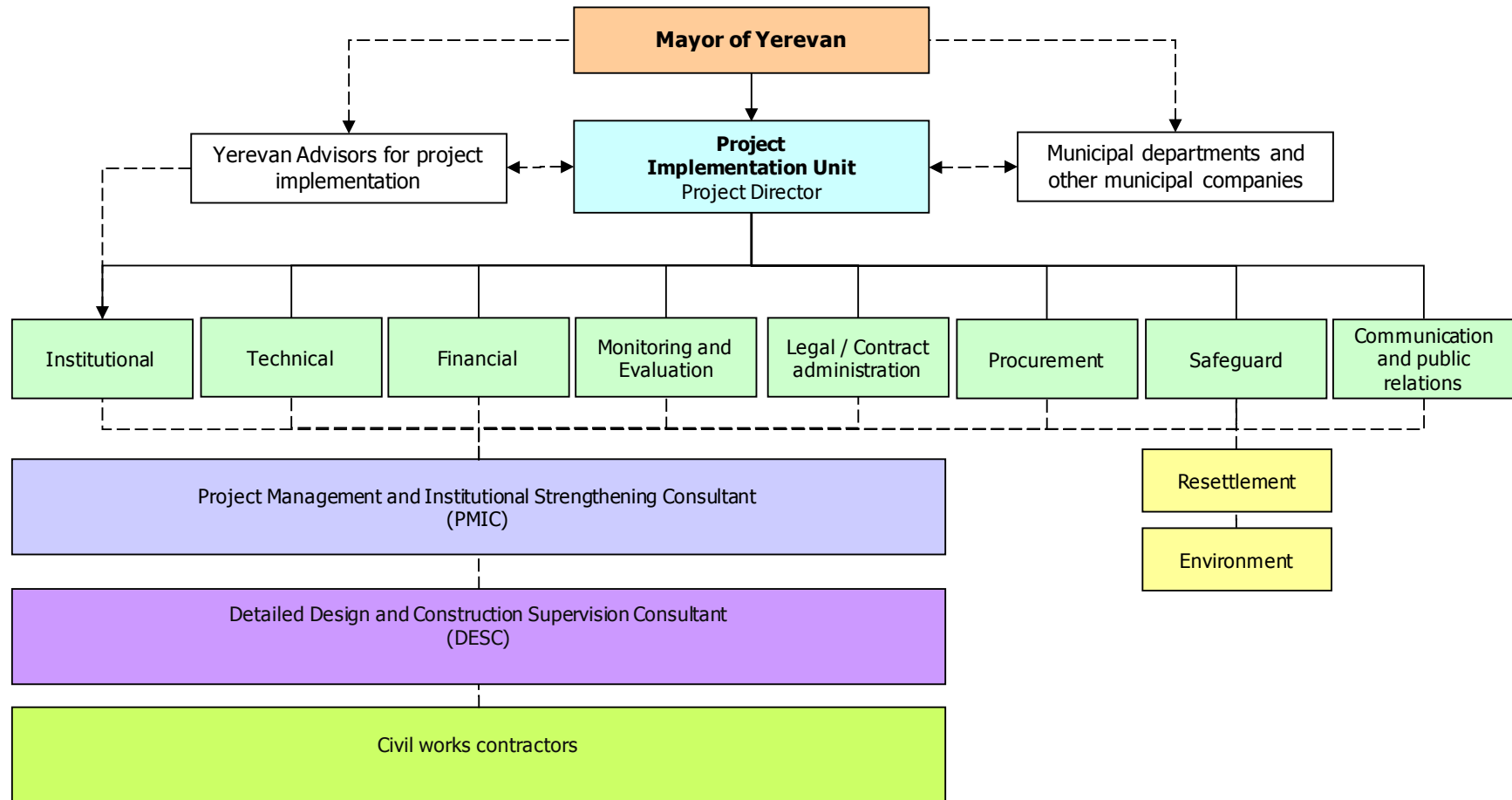
B. Key Persons Involved in Implementation

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C. Program Organization Structure (Tranche 1)



**SUSTAINABLE URBAN DEVELOPMENT MFF – PROJECT 1
PROJECT IMPLEMENTATION UNIT (PIU)**



IV. COSTS AND FINANCING

A. Detailed Cost Estimates by Expenditure Category and by Financier: Tranche 1

(\$ million)						
Item	ADB		Government		Total Cost	
	Amount	% of Cost Category	Amount	% of Cost Category		
A. Investment Costs						
1 Civil Works	31.45	83.33	6.29	16.67		37.73
2 Mechanical and Equipment	0.43	83.33	0.09	16.67		0.51
3 Environment and Social Mitigation	0.40	83.33	0.08	16.67		0.48
4 Consultants						
a. Project Management	4.74	83.33	0.95	16.67		5.69
b. Capacity Development	0.73	83.33	0.15	16.67		0.87
Subtotal (A)	37.74	83.33	7.55	16.67		45.29
B. Resettlement						
1 Land acquisition	0.00	0.00	1.92	100.00		1.92
2 Resettlement cost	4.80	83.33	0.96	16.67		5.76
Subtotal (B)	4.80	62.52	2.88	37.48		7.68
C. Project Management Costs						
1 PIU support	0.30	83.33	0.06	16.67		0.36
2 Equipment Operation and Maintenance	0.30	83.33	0.06	16.67		0.36
Subtotal (B)	0.60	83.33	0.12	16.67		0.72
Total Base Cost	43.14	80.36	10.55	19.64		53.69
D. Contingencies	4.47	83.82	0.86	16.18		5.33
E. Financing Charges During Implementation	1.02	100.00	0	0.00		1.02
Total Project Cost (A+B+C+D+E) ^a	48.64	81.00	11.41	19.00		60.05
% Total Project Cost		81		19		100

^a Including taxes and duties

Source: Asian Development Bank.

B. Detailed Cost Estimates by Component and by Financier: Tranche 1

(\$ million)					
		ADB		Government	
		ADF		National Government	
			% of Cost		% of Cost
Item	Total Cost	Amount	Category	Amount	Category
A. Investment Program					
1 Investment Program					
Base cost	34.59	34.59	100.00	0.00	0.00
Taxes and duties	9.01	0.00	0.00	9.01	100.00
Subtotal (A)	43.60	34.59	100.00	9.01	20.67
B. Institutional Capacity Development					
1 Base cost	0.85	0.85	100.00	0.00	0.00
2 Taxes and duties	0.19	0.00	0.00	0.19	100.00
Subtotal (B)	1.04	0.85	81.97	0.19	18.03
C. Program Management Facility					
1 Base cost	2.90	2.90	100.00	0.00	0.00
2 Taxes and duties	0.64	0.00	0.00	0.64	100.00
Subtotal (C)	3.54	2.90	81.97	0.64	18.03
D. Resettlement					
1 Land acquisition	1.57	0.00	0.00	1.57	100.00
2 Resettlement cost	4.80	4.80	100.00	0.00	0.00
Subtotal (D)	6.37	4.80	75.34	1.57	24.66
E. Contingencies					
1 Physical	4.47	4.47	100.00	0.00	0.00
2 Price	0.00	0.00	0.00	0.00	0.00
Subtotal (E)	4.47	4.47	100.00	0.00	0.00
Interest Charges During					
F. Implementation	1.02	1.02	100.00	0.00	0.00
Total	60.05	48.64	81.00	11.41	19.00

Source: Asian Development Bank.

C. Allocation and Withdrawal of Loan Proceeds: Tranche 1

Category			ADB Financing
Number	Item	Total Amount Allocated for ADB Financing (\$) ^a	Percentage and Basis for Withdrawal from the Loan Account
1	Civil Works	31.45	100 percent of total expenditure ^a
2	Goods	0.43	100 percent of total expenditure ^a
3	Consulting Services and Incremental Administration	6.47	100 percent of total expenditure ^a
4	Resettlement	4.80	100 percent of total expenditure ^b
5	Financing Charges	1.02	100 percent of amounts due
6	Unallocated	4.47	
	TOTAL	48.64	

^a Taxes and duties excluded.

^b Taxes, duties and land acquisition excluded.

D. Detailed Cost Estimates by Outputs/Components: Tranche 1

(\$ million)								
Item	Total Cost	Project 1 Argavand – Shirak		Project 2 Artashat - Shirak		Institutional Development		
		Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	
A. Investment Costs^a								
1 Civil Works	37.73	16.68	44.20	21.05	55.80	0.00	0.00	
2 Mechanical and Equipment	0.51	0.00	0.00	0.00	0.00	0.51	100.00	
3 Environment and Social Mitigation	0.48	0.16	33.33	0.32	66.67	0.00	0.00	
4 Consultants	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
a. Project Management	5.69	1.90	33.33	3.79	66.67	0.00	0.00	
b. Capacity Development	0.87	0.29	33.33	0.58	66.67	0.00	0.00	
Subtotal (A)	45.29	19.03	42.01	25.75	56.85	0.51	1.13	
B. Resettlement								
1 Land acquisition	1.92	0.18	9.24	1.74	90.76	0.00	0.00	
2 Resettlement	5.76	0.24	4.19	5.52	95.81	0.00	0.00	
Subtotal (B)	7.68	0.42	5.45	7.26	94.55	0.00	0.00	
Project Management and capacity development								
C. Costs								
1 Capacity development	0.36	0.18	50.00	0.18	50.00	0	0.00	
2 Equipment Operation and Maintenance	0.36	0.18	50.00	0.18	50.00		0.00	
Subtotal (C)	0.72	0.36	50.00	0.36	50.00	0.00	0.00	
Total Base Cost	53.69	19.81	36.88	33.37	62.15	0.51	0.95	
D. Contingencies^b								
1 Physical ^c	5.33	1.97	36.88	3.32	62.15	0.05	0.95	
2 Price	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Subtotal (D)	5.33	1.97	36.88	3.32	62.15	0.05	0.95	
E. Financing Charges During Implementation^c								
1 Interest During Implementation	1.02	0.38	36.88	0.64	62.15	0.01	0.95	
2 Commitment Charges	0	0.00	0.00	0.00	0.00	0.00	0.00	
Subtotal (D)	1.02	0.38	36.88	0.64	62.15	0.01	0.95	
Total Project Cost (A+B+C+D+E) ^a	60.05	22.15	36.88	37.32	62.15	0.57	0.95	

^a In mid-2010 prices.^b Computed at 10% for civil works, land acquisition and resettlement, field research and development, training, surveys and studies^c Includes interest and commitment charges^d Include taxes and duties

Source: Asian Development Bank.

E. Detailed Cost Estimates by Year: Tranche 1

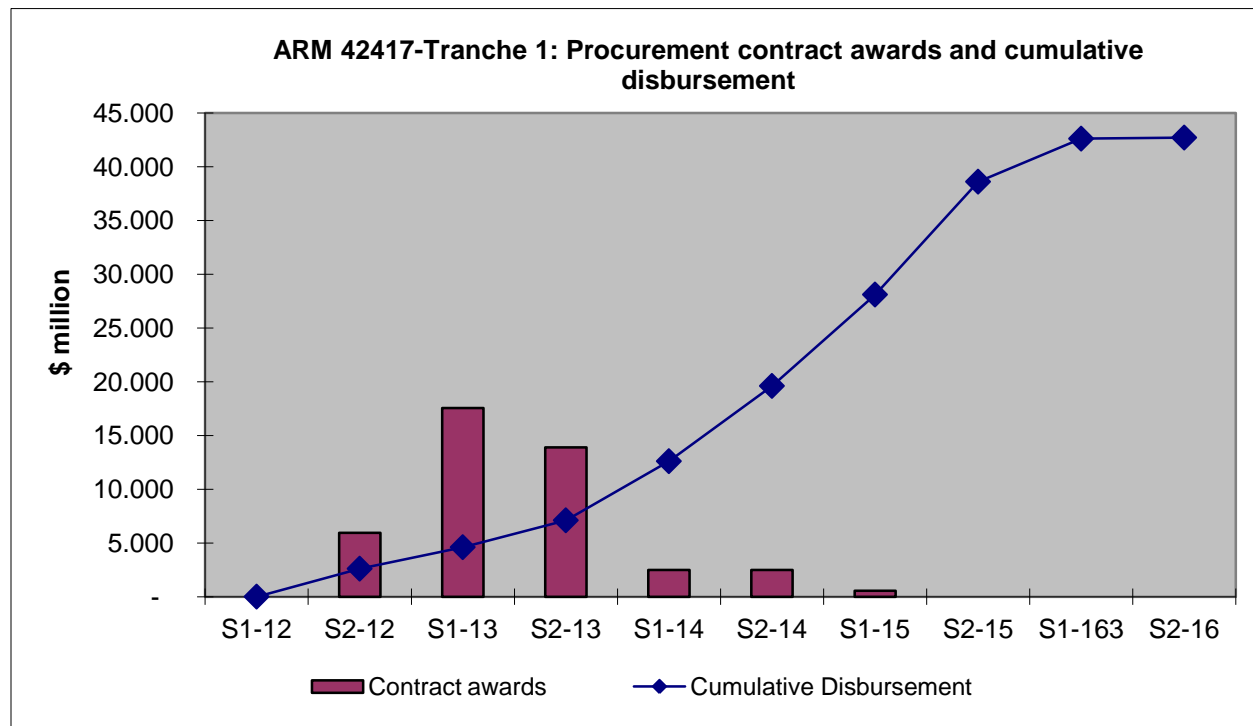
(Please refer to page 14, Indicative Contract Awards and Disbursement Projections)

F. Contract and Disbursement S-curve

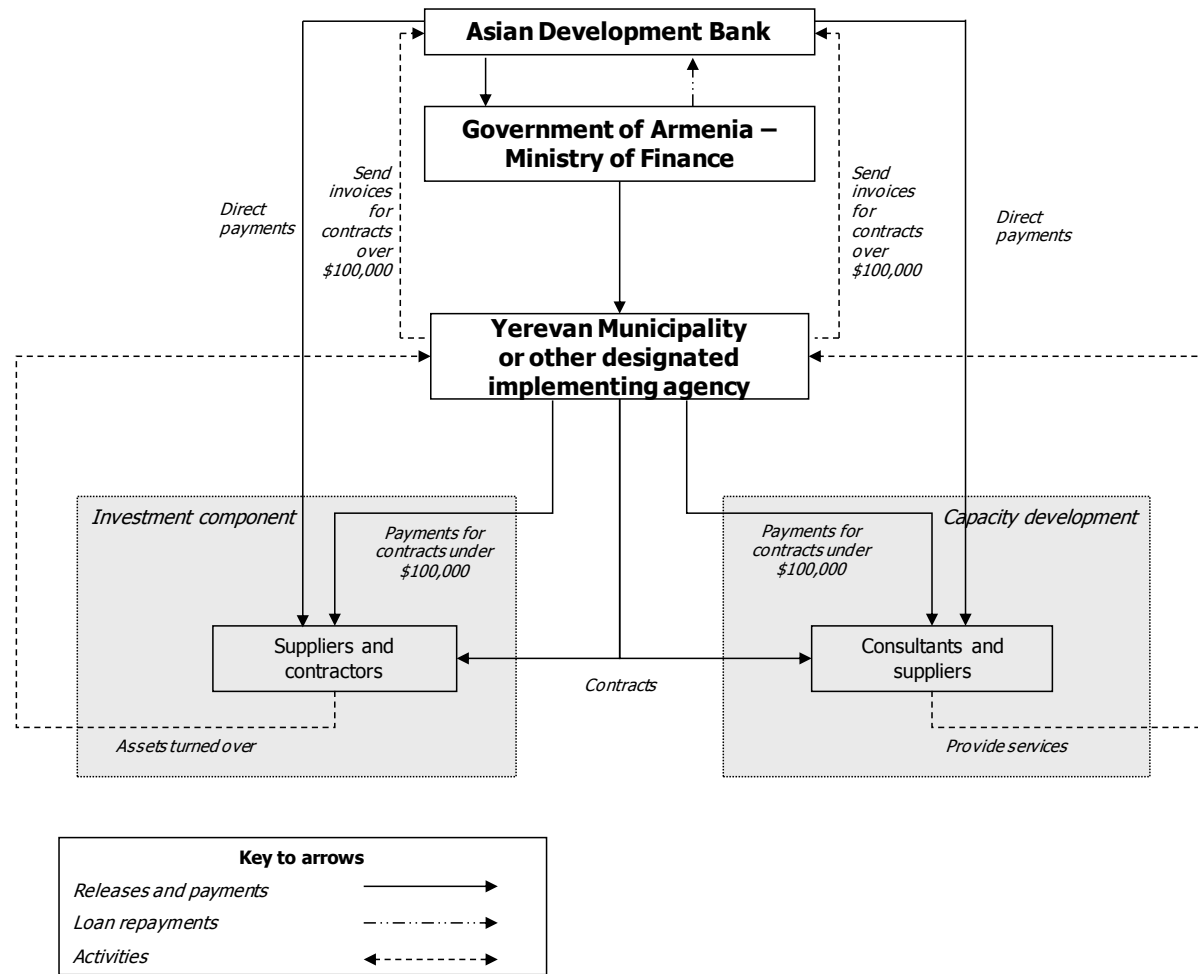
1. Indicative Contract Awards and Disbursement Projections

	(\$ million)									
	S1-12	S2-12	S1-13	S2-13	S1-14	S2-14	S1-15	S2-15	S1-16	S2-16
Semi-Annual Contract Awards	-	5.950	17.550	13.900	2.500	2.500	0.054			
Cumulative Disbursement	-	2.600	2.000	2.500	5.500	7.000	8.500	10.500	4.000	0.100

2. Indicative Contract Awards and Disbursement S Curve



G. Fund Flow Diagram



ADB:

- verifies invoices
- processes payments
- releases payments to YM or designated IA via imprest account replenishment or directly to contractors, suppliers, or consultants

Yerevan Municipality or designated IA:

- verifies invoices
- prepares withdrawal applications (WAs)
- submits WAs to ADB

Ministry of Finance:

- open imprest account at the State Treasury

Contractors, Consultants, Suppliers:

- submit invoices to Yerevan Municipality or designated IA

V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

4. The financial management assessment report is available upon request.

B. Disbursement

5. The loan proceeds for financing Goods, Works, and consulting services shall be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2007, as amended to date)¹ Pursuant to ADB's Safeguard Policy Statement (2009) (SPS),² ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of the SPS.

6. For every liquidation and replenishment request of the imprest account, MOF with the assistance of Yerevan Municipality or the designated IA will furnish ADB with:

- (i) statement of account (Bank Statement) where the imprest account is maintained,
- (ii) Imprest Account Reconciliation Statement (IARS)³ reconciling the above mentioned bank statement against the IA's records

7. The following financing and disbursement arrangements⁴ will apply for this project:

- (i) Direct payment by ADB
- (ii) Reimbursement
- (iii) Imprest fund procedures
- (iv) Liquidation and replenishment
- (v) Statement of expenditures (SOEs)

8. The minimum value per withdrawal application is US\$100,000, unless otherwise approved by ADB.

9. Claims should be consolidated to meet this limit for reimbursement and imprest account claims

10. Withdrawal applications and supporting documents will demonstrate, among other things that the goods, and/or services were produced in or from ADB members, and are eligible for ADB financing

11. Withdrawal applications and other loan disbursement information are available at ADB Controller's Department's website, <http://ifis.adb.org>

1. Imprest Account

- (i) Separate imprest accounts for each loan

¹ Available at: http://www.adb.org/Documents/Handbooks/Loan_Disbursement/loan-disbursement-final.pdf

² Available at: <http://www.adb.org/Documents/Policies/Safeguards/Safeguard-Policy-Statement-June2009.pdf>

³ Follow the format provided in Appendix 30 of the *Loan Disbursement Handbook*.

⁴ Available at: http://www.adb.org/documents/handbooks/loan_disbursement/chap-06.pdf

- (ii) non-interest-bearing imprest account established at the State Treasury (MOF)
- (iii) maximum amount in account not to exceed 10% of loan amount or the estimated expenditure for next 6 months (through PFR), whichever is lower
- (iv) imprest accounts will be established, managed, and liquidated in accordance with ADB's Loan Disbursement Handbook and detailed arrangements agreed to by the Government and ADB

2. First Withdrawal Application (WA)

- (i) MOF should submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the Government/Beneficiary, together with the authenticated specimen signatures of each authorized person
- (ii) Accomplish the first WA form
- (iii) Attach Estimate of Expenditures Sheet/s⁵ for the next 6 months

3. Statement of Expenditure (SOE)

- (i) ADB's SOE procedure may be used to reimburse eligible expenditure and to liquidate advances made into the imprest accounts
- (ii) Any individual payments to be liquidated or reimbursed shall not exceed the equivalent of \$100,000
- (iii) SOE records should be maintained and made readily available for review by ADB's disbursement and review mission or upon ADB's request for submission of supporting documents on a sampling basis, and for independent audit.⁶

C. Government Financing

- (i) MOF transfers the proceeds of the loan to Yerevan Municipality or any other implementing agency designated by the Supervisory Board
- (ii) YM or the designated IA pays to contractors, consultants and suppliers based on invoices and accountable expenditure

D. Accounting

12. The Yerevan Municipality or the designated implementing agency will maintain separate accounts and records by loan and in accordance with sound accounting principles. Project accounts will follow international financial reporting standards (IFRS).

E. Auditing

13. The Yerevan Municipality or the designated implementing agency will cause the detailed consolidated Project accounts to be audited in accordance with International Standards on Auditing and/or in accordance with the Government's audit regulations by an auditor acceptable

⁵ Follow the format provided in Appendix 29 of the *Loan Disbursement Handbook*.

⁶ Checklist for SOE procedures and formats are available at:
http://www.adb.org/documents/handbooks/loan_disbursement/chap-09.pdf
http://www.adb.org/documents/handbooks/loan_disbursement/SOE-Contracts-100-Below.xls
http://www.adb.org/documents/handbooks/loan_disbursement/SOE-Contracts-Over-100.xls
http://www.adb.org/documents/handbooks/loan_disbursement/SOE-Operating-Costs.xls
http://www.adb.org/documents/handbooks/loan_disbursement/SOE-Free-Format.xls

to ADB. The audited accounts will be submitted in the English language to ADB within 6 months of the end of the fiscal year (31 December).

14. Annual audit report will include a separate audit opinion on the use of imprest accounts and statement-of-expenditure procedure.

15. ADB's policy on delayed submission, and the requirements for satisfactory and acceptable quality of the audited accounts shall apply.

VI. PROCUREMENT AND CONSULTING SERVICES

Basic Data

Project Name: Sustainable Urban Development Investment Program	
Country: Armenia	Executing Agency: Ministry of Economy
Loan Amount: \$400 million (Tranche 1 = \$48.64 million)	Loan Number: 2752
Date of First Procurement Plan: May 2010	Date of this Procurement Plan: 2 March 2011
	Revised Procurement Plan: 28 April 2012

A. Procurement of Goods, Works and Consulting Services

16. All procurement of goods and works will be undertaken in accordance with ADB's Procurement Guidelines⁷

17. The procedures to be followed for national competitive bidding shall be those set forth in the Law of Armenia, with the clarifications and modifications described in Section E below as required for compliance with the ADB's Procurement Guidelines (2010, as amended from time to time).

18. All consultants will be recruited according to ADB's Guidelines on the Use of Consultants.⁸

B. Process Thresholds and Review Requirement

1. Project Procurement Thresholds

19. Except as the Asian Development Bank (ADB) may otherwise agree, the following process thresholds shall apply to procurement of goods and works, and consulting services.

Procurement of Goods and Works	
Method	Threshold
International Competitive Bidding (ICB) for Works ¹	Between \$1,000,000 and \$10,000,000,
International Competitive Bidding for Goods ¹	Between \$500,000 and \$1,000,000
National Competitive Bidding (NCB) for Works ¹	Beneath that stated for ICB, Works
National Competitive Bidding for Goods ¹	Beneath that stated for ICB, Goods
Shopping for Works	Below \$100,000
Shopping for Goods	Below \$100,000
Direct contracting for works and goods	<= \$10,000

¹ Refer to Para. 3 of PAI 3.04 National Competitive Bidding

2. ADB Prior or Post Review

20. Except as ADB may otherwise agree, the following prior or post review requirements apply to the various procurement and consultant recruitment methods used for the project.

⁷ Available at: <http://www.adb.org/Documents/Guidelines/Procurement/Guidelines-Procurement.pdf>

⁸ Checklists for actions required to contract consultants by method available in e-Handbook on Project Implementation at: <http://www.adb.org/documents/handbooks/project-implementation/>

Procurement Method	Prior or Post	Comments
Procurement of Goods and Works		
ICB Works	Prior	ADB SBD
ICB Goods	Prior	ADB SBD. For specific metro equipments, IA will be authorized to contract with suppliers from non-members countries ⁹
NCB Works	Prior and Post	ADB SBD (prior followed by post) Usage subject to review of the borrower's public procurement laws and regulations. Prior review applies to the procurement of the first NCB contract by the project management unit. If first contract procured satisfactorily, thereafter post review.
NCB Goods	Prior and Post	
Shopping for Works and Goods	Post	ADB SBD
Direct contracting for Works and Goods	Post	ADB SBD
Recruitment of Consulting Firms		
Quality- and Cost-Based Selection (QCBS)	Prior	QCBS 80:20 or 90:10 RFP
Quality-Based Selection (QBS)	Prior	RFP
Other Selection Methods: Consultants Qualifications (CQS), Least-Cost Selection (LCS), Fixed Budget (FBS), and Single Source (SSS)	Prior	RFP
Recruitment of Individual Consultants		
Individual Consultants	Prior	Bio data Applied in accordance with Section 2.34, <i>Guidelines on the Use of Consultants</i> (2010, as amended from time to time)

ADB = Asian Development Bank, ICB = international competitive bidding, NCB = national competitive bidding, RFP = request for proposals, SBD = standard bidding documents.

C. Tentative Procurement Plan (Tranche 1)

1. Goods and Works Contracts Estimated to Cost More Than \$1 Million

21. The following table lists goods and works contracts for which procurement activity is either ongoing or expected to commence within the next 18 months.

General Description	Contract Value (cumulative \$Million)	Procurement Method and prequalification	Estimated Number of Contracts	Advertiseme nt Date (quarter/year)	Comments
Argavand Highway– Shirak St (West)	\$23.16	1	ICB	–	Procurement strategy to be discussed with DESC and PMIC consultants
Artashat Highway– Shirak St. and Arshakunyats Avenue (South-West)	\$18.35	1	ICB	–	Procurement strategy to be discussed with DESC and PMIC consultants

2. Consulting Services Contracts Estimated to Cost More Than \$100,000

22. The following table lists consulting services contracts for which procurement activity is either ongoing or expected to commence within the next 18 months.

⁹ Subject to ADB board approval

General Description	Contract Value (cumulative)	Procurement or Recruitment Method ¹⁰	Estimated Number of Contracts	Advertisement Date (quarter/year)	International or National Assignment	Comments
Program management and institutional strengthening (PMIC)	\$4.20	QCBS-90:10	1	III-2011	International	Contract signing expected in Q3 2012
Detailed Engineering, Construction Management and Supervision of the Construction of Two Road Links of the Yerevan Western Ring Road	\$3.65	QCBS80:20	1	III-2011	International	Contract signing expected in Q2 2012
Audit services	\$0.12	LCS	1	IV-2012	International/ National	
Training on project management, procurement, financial and safeguards management	\$0.39	ADB procedures for recruitment of individual consultants	Multiple	IV-2012	International/ National	
PIU incremental administration	\$1.18	ADB procedures for recruitment of individual consultants	Multiple	III-2012	International/ National	

3. Goods and Works Contracts Estimated to Cost Less than \$1 Million and Consulting Services Contracts Less than \$100,000

23. The following table groups smaller-value goods, works and consulting services contracts for which procurement activity is either ongoing or expected to commence within the next 18 months.

General Description	Contract Value (cumulative)	Procurement Method and prequalification	Estimated Number of Contracts	Advertisement Date (quarter/year)	Comments
Independent Monitoring Agency	\$0.035	CQS	1	III-2011	Contract signing expected in May 2012
Tariff and ticketing system, accessibility and multimodal information and transport reorganization	\$0.90	ICB/NCB and shopping (no prequalification)	Multiple	II-IV-2012	
Equipment, softwares, traffic model, reference documents and awareness	\$0.40	NCB and shopping (no prequalification)	Multiple	II-IV-2012	

D. Indicative List of Packages Required Under the Project

24. Refer to Part C, Sections 1-3.

E. Contract Awards and Disbursement

25. Please refer to page 14 for the graph on contract awards and disbursement projections until Loan closing for Tranche 1 investment

F. National Competitive Bidding (NCB)

1. General

26. The procedures to be followed for national competitive bidding shall be the open tender method (including the two-stage where appropriate) set forth in the Law on Procurements of 1 January 2005 with the clarifications and modifications described in the following paragraphs required for compliance with the provisions of the ADB, Procurement Guidelines ("Guidelines").

2. Eligibility

27. The eligibility of bidders shall be as defined under section I of the Guidelines; accordingly, no bidder or potential bidder should be declared ineligible for reasons other than those provided in section I of the Guidelines. Bidders must be nationals of member countries of ADB, and offered goods, services, and works must be produced in and supplied from member countries of ADB.

3. Prequalification

28. Normally, postqualification shall be used, unless prequalification is explicitly provided for in the Loan Agreement/Procurement Plan. Domestic and Foreign Contractors shall be allowed to participate in bid exercises using postqualification procedure. In case prequalification of contractors is stipulated in the Loan Agreement/Procurement Plan, domestic and foreign contractors shall be allowed to participate in the prequalification exercise.

4. Registration and Licensing

- (i) Bidding shall not be restricted to pre-registered/licensed firms.
- (ii) Where registration or licensing is required, bidders (i) shall be allowed a reasonable time to complete the registration or licensing process; and (ii) shall not be denied registration/licensing for reasons unrelated to their capability and resources to successfully perform the contract, which shall be verified through post-qualification.
- (iii) Foreign bidders shall not be precluded from bidding. If a registration or licensing process is required, a foreign bidder declared the lowest evaluated bidder shall be given a reasonable opportunity to register or to obtain a license.

5. Bidding Period

29. The minimum bidding period is twenty-eight (28) days prior to the deadline for the submission of bids.

6. Bidding Documents

30. Procuring entities should use standard bidding documents for the procurement of goods, works and services acceptable to (ADB).

7. Preferences

31. No domestic preference shall be given for domestic bidders and for domestically manufactured goods.

8. Advertising

32. Invitations to bid shall be advertised in at least one widely circulated national daily newspaper or freely accessible, nationally-known website allowing a minimum of twenty-eight (28) days for the preparation and submission of bids.

33. Bidding of NCB contracts estimated at US\$500,000 equivalent or more for goods and related services or US\$1,000,000 equivalent or more for civil works shall be advertised on ADB's website via the posting of the Procurement Plan.

9. Securities

(i) Bid Security (tender security)

Where required, bid security shall be in the form of a bank guarantee from a reputable bank.

(ii) Performance Security (contract execution security)

Performance security shall be provided within twenty-eight (28) days of the notification of contract award.

10. Bid Opening and Bid Evaluation

(i) Bids shall be opened in public.

(ii) No bid shall be declared invalid/rejected at the time of bid opening.

(iii) Minutes/Record of Bid Opening shall be provided to all bidders.

(iv) Evaluation of bids shall be made in strict adherence to the criteria declared in the bidding documents and contracts shall be awarded to the lowest evaluated bidder.

(v) Bidders shall not be eliminated from detailed evaluation on the basis of minor, non-substantial deviations.

(vi) No bidder shall be rejected on the basis of a comparison with the employer's estimate and budget ceiling without ADB's prior concurrence.

(vii) A contract shall be awarded to the technically responsive bidder that offers the lowest evaluated price, and meets the qualifying requirements. Negotiations shall not be permitted.

(viii) Price verification shall not be applied.

11. Rejection of All Bids and Rebidding

34. Bids shall not be rejected and new bids solicited without ADB's prior concurrence. Bids shall not be declared invalid because of procedural delays on the part of executing agencies without prior ADB's approval.

12. Participation by Government-owned enterprises

35. Government-owned enterprises in the Republic of Armenia shall be eligible to participate as bidders only if they can establish that they are legally and financially autonomous, operate under commercial law and are not a dependent agency of the contracting authority/executing agency/implementing agency. Furthermore, they will be subject to the same bid and performance security requirements as other bidders.

13. Right to Inspect/Audit

36. A provision shall be included in all NCB works and goods contracts financed by ADB requiring suppliers and contractors to permit ADB to inspect their accounts and records and other documents relating to the bid submission and the performance of the contract, and to have them audited by auditors appointed by ADB.

14. Fraud and corruption

- (i) The Borrower shall reject a proposal for award if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the contract in question.
- (ii) The Bank (ADB) will declare a firm or individual ineligible, either indefinitely or for a stated period, to be awarded a contract financed by ADB, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for, or in executing, ADB-financed contract.

15. Joint Venture and Estimated Contract Prices

- (i) Joint venture partners shall be jointly and severally liable for their obligations.
- (ii) Estimated contract prices shall not be advertised.

16. Disclosure of Decision on Contract Awards

37. At the same time that notification on award of contract is given to the successful bidder, the results of bid evaluation shall be published in a local newspaper, or a well-known freely accessible website identifying the bid and lot numbers and providing information on (i) name of each Bidder who submitted a Bid, (ii) bid prices as read out at bid opening; (iii) name of bidders whose bids were rejected and the reasons for their rejection, and (iv) name of the winning Bidder, and the price it offered, as well as duration and summary scope of the contract awarded. The executing agency/implementing agency/contracting authority shall respond in writing to unsuccessful bidders who seek explanations on the grounds on which their bids are not selected.

G. Review of Contract Modifications

38. ADB will review contract modifications in accordance with the procedures set forth in the respective loan agreement between the Borrower and ADB.

VII. SAFEGUARDS

A. Environment

39. Tranche 1 classified as environmental category B under ADB's Safeguard Policy Statement, 2009.¹⁰ The environmental assessment and review and framework (EARF) is detailed in RRP Linked document 11 and will be updated before every PFR signing. The initial environmental examinations (IEE) are detailed in RRP Linked document 10 and will be updated every 6 months if necessary. The Environmental Management and Monitoring Plan will be updated during detailed engineering design and incorporated in bidding documents and civil works contracts.

B. Land Acquisition and Resettlement (LAR)

40. Tranche 1 is classified as involuntary resettlement category A – major impact under ADB's Safeguard Policy Statement, 2009.¹¹ The land acquisition and resettlement framework (LARF) is detailed in RRP Linked document 13 and will be updated before every PFR signing. LAR Plans are detailed in RRP Linked document 12.

C. Indigenous People

41. The Project is not expected to affect indigenous people as defined under the ADB's Safeguard Policy Statement, 2009.¹²

D. Other Safeguards

42. A summary poverty reduction and social strategy (SPRSS) is in RRP Linked document 8.

43. A Gender Action Plan (GAP) is in RRP Linked document 9

¹⁰ Updated from ADB's *Environment Policy*, 2002.

¹¹ Updated from ADB's *Policy on Involuntary Resettlement*, 1995.

¹² Updated from ADB's *Policy on Indigenous Peoples*, 1998.

VIII. GENDER AND SOCIAL DIMENSIONS

A. Gender Action Plan

1. Infrastructure Improvement Component

- Installation of special facilities for pregnant women ('wall plates') in Yerevan Metro carriages, and construction of special facilities for women with kids carrying perambulators ('lifter devices') in Yeritasardakan Metro Station
- Improving the existing "washing facilities" of Yerevan Metro carriages and cars in transport sector performed mostly by men
- Increasing percentage of females in decision making positions in YDPIU and selected transport sector agencies
- Ensuring collection of sex-disaggregated baseline information and monitor and evaluate trends in relevant transport sector's agencies

2. Institutional Development Capacity

- Ensuring women's equal participation in the development of institutional reform
- Ensuring presence of the GFP in Yerevan Urban Transport reorganization scheme

3. Program Management Capacity

- Identifying Gender Focal Points in Yerevan Municipality or designated IA, Yerevan Development PIU, Yerevan Metro, MOTC and MOLSI and creating a project's GAD Network; recruiting a Gender Specialist in IA
- GAD network establishing network with NGOs: "Drivers association", "Association for security driving" and NRSC ("Umbrella NGO")
- Conducting a series of gender awareness training for the relevant staff in Yerevan Municipality, MOTC, Yerevan Metro
- Conducting needs assessment for training modules for men and women working in the transport sector (separate and mixed target groups)
- Developing and holding training modules based on needs assessment and stakeholder analyses (in the mixed and separate gender target groups) for the selected beneficiaries and interested and involved agencies in transport sector
- Identifying and recruiting local NGOs as IA to conduct selected training modules
- Ensure collection of GAD baseline and end-line information and inclusion of GAD issues in social profile at Project's implementation and completion phases
- Ensure gender-balanced composition and equal pay of IA
- Capacity development training, IA's consultation with MOTC on GAP
- Development of monitoring tool and regular reporting system

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION

A. Project Design and Monitoring Framework

44. The design and monitoring framework is in Appendix 1 of the RRP.

B. Monitoring

1. Project Performance Monitoring

45. Refer to ADB's project performance reporting system¹³

2. Compliance Monitoring

46. Compliance monitoring system will be developed during loan inception mission.

3. Safeguard monitoring

47. **Involuntary resettlement.** Due diligence report prepared and consultations carried out.

48. **Environment.** Due diligence report prepared and consultations carried out.

4. Gender and Social Dimensions monitoring¹⁴

49. **Gender.** A gender specialist will be appointed in the IA and will monitor the implementation of the gender action plan. In addition, an ADB gender specialist has been recruited for the region and will also follow the progress of the GAP implementation.

50. **Labor.** Civil works contracts will stipulate priorities to (i) employ local people, (ii) ensure equal opportunities for women and men for work, (iii) pay wages promptly, and (iv) not employ child or forced labor

51. **Other Risks and/or vulnerabilities.** The Project will complement ongoing awareness programs through an information, education, and communication campaign covering HIV/AIDS and sexually transmitted infections for construction workers

C. Evaluation

52. Within 6 months of physical completion of the Project, IA will submit a project completion report¹⁵ to ADB.

¹³ ADB's project performance reporting system is available at:

<http://www.adb.org/Documents/Slideshows/PPMS/default.asp?p=evaltool>

¹⁴ Staff Guide to Consultation and Participation: <http://www.adb.org/participation/toolkit-staff-guide.asp> and CSO Sourcebook: A Staff Guide to Cooperation with Civil Society Organizations:

<http://www.adb.org/Documents/Books/CSO-Staff-Guide/default.asp>

¹⁵ Project completion report format available at:

<http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>

D. Reporting

53. IA will provide ADB with
- (i) quarterly progress reports in a format consistent with ADB's project performance reporting system
 - (ii) consolidated annual reports including
 - progress achieved by output as measured through the indicator's performance targets
 - key implementation issues and solutions
 - updated procurement plan and
 - updated implementation plan for next 12 months
 - (iii) a project completion report within 6 months of physical completion of the Project
54. To ensure projects continue to be both viable and sustainable, project accounts and the executing agency's annual financial statement (AFS), together with the associated auditor's report, should be adequately reviewed.

E. Stakeholder Communication Strategy

55. To be developed during loan inception mission.

X. ANTICORRUPTION POLICY, TRANSPARENCY AND ACCOUNTABILITY

A. Anticorruption

56. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the Project.¹⁶ All contracts financed by ADB shall include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency and all Project contractors, suppliers, consultants and other service providers. Individuals/entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the Project.¹⁷

57. To support these efforts, relevant provisions are included in the Framework Financing Agreement and the bidding documents for the Project.¹⁸

B. Transparency and Good Governance

58. The Government will disclose to the public, and update annually

- (i) the current status of the Project
- (ii) how the proceeds of the loan are used

59. For each contract financed under the Project, the IA will disclose on its website information on, among others, the:

- (i) list of participating bidders
- (ii) name of the winning bidder
- (iii) basic details on bidding procedures and procurement methods adopted
- (iv) amount of contract awarded
- (v) list of goods/services, including consulting services procured
- (vi) intended and actual utilization of the loan proceeds

¹⁶ Available at: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

¹⁷ ADB's Integrity Office web site is available at: <http://www.adb.org/integrity/unit.asp>

¹⁸ GACAP II Guidelines available at: <http://www.adb.org/Documents/Guidelines/GACAP-II-Guidelines.pdf>. See also Sourcebook: Diagnostics to Assist Preparation of Governance Risk Assessments: <http://www.adb.org/documents/books/Diagnostics-to-Assist-Preparation-of-GRAs/default.asp>.

XI. ACCOUNTABILITY MECHANISM

60. People who are, or may in the future be, adversely affected by the project may address complaints to ADB, or request the review of ADB's compliance under the Accountability Mechanism.¹⁹

¹⁹ For further information see: <http://compliance.adb.org/>.

XII. RECORD OF FAM CHANGES

61. The following table sums up dates and main revisions/updates of the FAM during course of implementation.

Revision N°	Date	Main changes	Comments
1	July 2011	Procurement Plan	Revised during loan inception mission
2	Dec 2011	Procurement Plan	For the advertisement of DESC, PMIC and IMA consulting packages
3	Apr 2012	Procurement Plan, Implementation Plan, Key Persons Involved in Implementation, Indicative Contract Awards and Disbursement Projections, Indicative Contract Awards and Disbursement S Curve	Revised during loan review mission

APPENDIX QUARTERLY PROGRESS REPORT FORMAT

All information to be provided for quarterly preceding issuance of report and completed by a recapitulation showing status from project inception.

Section A: Implementation Progress

1. General data on progress in implementation
2. Problems encountered and resolved
3. Other issues pending
4. Other information or data relevant for project
5. Safeguard compliance on projects
6. Updated implementation progress (attach excel spreadsheet on implementation plan)

Section B: Procurement Information

1. Detailed report on procurement activities
 - a) Status of bidding documents
 - b) Status of bids in progress
 - c) Contracts awarded
 - d) Contracts closed
 - e) Contracts with issues
2. Procurement plan for next quarter (or updated procurement plan spreadsheet)

Section C: Financial Information

1. Disbursement status
2. Special account status
3. Loan commitments
4. Contract payments
5. Status of audits
6. Other financial management issues

Section D: Other Information

1. Major/minor change in scope
 - a) Cost escalations
 - b) Revision in cost category
 - c) Change in implementation procedures
2. Major activities planned for next quarter

**Quarterly progress Report
(Q3-Q4 2011 and Q1-2012)**

Attachment 3

Project Number: 42417
Loan Number: L2752
May 2012

Armenia: Sustainable Urban Development Investment Program, PFR-1

Prepared by the Yerevan Municipality
Yerevan Project Implementation Unit

ABBREVIATIONS

ADB	Asian Development Bank
DESC	Detailed engineering and construction supervision consultant
EMP	Environmental Management Plan
EARF	Environmental Assessment and Review Framework
ICB	International competitive bidding
IEE	Initial Environmental Examination
IMA	Independent monitoring agency
IPP	Indigenous People Plan
LARF	Land Acquisition and Resettlement Framework
LARP	Land Acquisition and Resettlement Plan
MFF	Multitranche Financing Facility
MOE	Ministry of Economy
PFR	Periodic Financing Request
PMIC	Project management and institutional strengthening consultant
RFP	Request for Proposal
SUDIP	Sustainable Urban Development Investment Project
TA	technical assistance
YDPIU	Yerevan Development Project Implementation Unit
YM	Yerevan Municipality

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APPENDICES

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Foreword

Following ADB's Loan review mission in Armenia in April 2012, it was agreed that this Quarterly Progress report (QPR) will cover the 3rd and the 4th quarters of 2011, and the 1st quarter of 2012.

A. Basic Data

1. Loan Identification

Country	Republic of Armenia
Loan Number	2752
Project Title	Sustainable Urban Development Investment Program
Recipient	Republic of Armenia
Executing Agency	Ministry of Economy of RA
Implementing Agency	Yerevan Municipality
Amount of Loan	\$48, 64 million

2. Loan Data

Loan Negotiations	
-date started	1 st March 2011
-date completed	24 March 2011
Date of Board Approval	19April 2011
Date of Loan Signing	19May 2011
Date of Loan Effectiveness	
-in Loan Agreement	19July 2011
-actual	19July 2011
-number of extensions	no extensions
Closing Date	
-in Loan Agreement	30June.2016
-actual	30June.2016
-number of extensions	no extensions

3. Date on ADB Mission

Loan Inception Mission	18-23 July 2011
Loan Review Mission	28 September-20 October 2011
Loan Review Mission	1-8 February 2012
Loan Review Mission	23 April - 4 May 2012

4. Investment Program Description

1. The Government of Armenia has received a loan from the Asian Development Bank (ADB) to finance the Sustainable Urban Development Investment Program - RFP 1. This project derives from a request from the Yerevan Municipality to ADB to define a strategic plan to improve urban transport in Yerevan aligned with the urban master plan of Yerevan City. This plan aims at promoting a sustainable, integrated, socially affordable and cost efficient urban transport system.

2. One of the key strands is the re-organization of the surface public transport network into a hierarchical network. This would be based around a strategic primary network that

would be supported and complemented by a secondary network that would be local in nature.

3. In the short term, the main objective is to complete the road based missing links of the western urban ring. The two captioned road projects will help to divert through-traffic around the city centre. The economic benefits and the use to the traveling public and to freight traffic will be further improved.

4. The Project comprises the following components:

A. Urban Infrastructure

- (i) Argavand Highway-Shirak St road (West);
- (ii) Artashat Highway-Shirak St. and Arshakunyats Av. section road (South-West).

B. Institutional Strengthening to strengthen institutional framework and urban transport organization, increase coordination, monitoring and financing of urban transport subsector; and

C. Program Management and Capacity Building: consulting services for subproject preparation, construction supervision, audit, social and environmental assessments, and institutional capacity development in the urban transport sector.

5. Impact, Outcome and Outputs

Item	Performance Targets and Indicators
Impact Improved urban environment, local economy and enhanced private sector in Yerevan	By 2018, -Accidents reduced by at least 2% (baseline 2008: 221 fatalities and 1,702 injured) -Air pollution due to urban transport reduced by 2% compared to 90% of CO2 emission baseline in 2009. -Private investment in Yerevan urban transport sector increased by 4% compared to 2009
Outcome Efficient, reliable and affordable urban infrastructures and services provided in Yerevan	-By 2016, -Travel time from South to North Yerevan decreased by 25% compared to 45 mn in 2009 -Bus and trolleybus commercial speed increased by 3km/h, baseline 2009: 14 km/h -Public transport ridership in Yerevan increased by 10% from 200 million pax in 2009 -Citizens enable to benefit from construction employment opportunities (300 jobs)

5. Below mentioned table -1 summarizes the Project 1 outputs as follows.

Item	Performance Targets and Indicators	Actual progress/status and actions taken during the reporting period
Outputs Urban infrastructure extended, rehabilitated and improved in Yerevan	By 2016, -Completion of urban infrastructure: <ul style="list-style-type: none"> • 5.3km of road links constructed by YM; • 1 multiple levels intersection upgraded by YM; • at least 2 footbridges implemented by YM; • 1 km of upgraded urban street 	A specific project team with dedicated staff and identified responsibilities has been created to ensure a successful and timely implementation of the project particularly for procurement and resettlement aspects. Construction is expected to

	including pavement by YM; -Endorsement of design and feasibility studies for Tranche 2 by YM or applicable body:	start at the beginning of 2013.
Appropriate institutional capacity strengthened in Yerevan	<ul style="list-style-type: none"> • urban road link designed • road/bus improvement feasibility <p>By 2016, - YM and transport operators capacity strengthened:</p> <ul style="list-style-type: none"> • Multimodal coordination and management committee set up • Multimodal transport system with action plan prepared and implemented (including tariff, ticketing, information, signage, urban transport website, accessibility, traffic model) <p>-Monitoring unit to evaluate impacts of the program including financial evaluation of the action plan set-up in Yerevan</p>	Ongoing: The PMIC will prepare the different institutional reforms requested by YM and MOE. The process of recruitment of the PMIC is going on. For the purposes of the project a transport modeling software was acquired by the Yerevan Trans.
Establishment of skilled and efficient program Implementation Unit in Yerevan	<p>By 2016, -PIU is timely formed, and appropriately staffed and trained (with at least 25% women and at least 5 staff beneficiaries trained) within YM and Yerevan trans</p> <p>-Consultants are recruited on time by IA</p> <p>-Yearly contract awards and disbursement targets are achieved By IA</p> <p>-ADB Procedures and policy particularly for safeguards and Procurement are timely implemented and complied with by YM staff</p> <p>-Baseline data created and surveys undertaken with sex-segregated data by YM and operators</p>	<p>Ongoing: During the reporting period PIU was restructured and for the implementation of the project a specific project team was created.</p> <p>Ongoing</p> <p>Ongoing</p>

B. Implementation Progress

1. General data on progress in implementation

6. The PFR 1 is to be implemented over 5 years from July 2011 to 31 December 2015. The construction is expected to start at the beginning of 2013 once the procurement for works completed and final LARP implemented.

7. Preliminary tasks are carried out for the preparation of cost estimates, bill of quantities of the two road links of the Yerevan western ring road. Design drawings, master plans are prepared. The architectural and designing requirement specifications of the Argavand highway-Shirak street road link are already received from YM.

8. Requests are sent to all relevant organizations and authorities to identify the utility networks existing on the site and include them in the master plans. The received data will

then be distributed to the consultant for the preparation of cost estimates of infrastructure replacements and to include them in the overall cost estimate documents. The preliminary design of the modernization of the mentioned two road section was prepared by Mott Mac Donald (U.K), under the ADB's technical assistance.

2. Implementation arrangements

9. The Government Supervisory Board (GSB) is overseeing the preparation and the implementation of the program. The GSB is chaired by the prime Minister and involves: Minister of Finance, Minister of Economy, Minister of Transport and Communication, Minister of Justice, Minister of Territorial Administration, Yerevan Municipality Mayor, deputy Director of the Central bank, State Committee of Real Estate Cadastral, Director of the North South Corridor PIU, and the Yerevan PIU..

10. The Ministry of Economy (MOE) is the executing agency and the City of Yerevan (Yerevan) is the Implementing Agency. Program is being monitored by the Government supervisory board to ensure full support at the policy level from the involved ministries. Yerevan follows up the progress of the investment program, look after the procurement and manage the loan disbursement.

11. Yerevan is responsible for (i) organizing procurement; (ii) supervising and monitoring program implementation; (iii) providing any counterpart assistance as required; and (iii) implementing environmental and social safeguards plans.

12. On 22 July, 2011 the first Supervisory Board meeting was held, chaired by the Prime Minister. During the meeting, the Board:

- approved the TOR for the Engineering, management and supervision of the construction of two road links of the Yerevan western ring road (DESC) to enable posting the call for expression of interest on ADB website (CSRN) and advertise it in local newspapers;
- set up a procurement evaluation committee and appointed seven members: two representatives from the Municipality, one from MOE, one from the Ministry of Transport and Communications (MOTC), one from the Ministry of Urban Development (MUD), one from the Ministry of Territorial Administration (MTA), and one from the American University of Armenia as an independent expert; and
- appointed MOE as secretary of the Supervisory Board with the technical assistance of the Municipality.

13. During the reporting period PIU was restructured and a specific project team was created in PIU to ensure a successful and timely implementation of the project. The team has dedicated staff and identified responsibilities. It comprises of a resettlement specialist, procurement specialist, financial specialist and administrative assistant-translator. The team is coordinated by PIU deputy director, Project director. Now PIU comprises of 8 departments:

- Administrative department
- Legal department
- Financial department
- Organizational department
- Land acquisition, resettlement and monitoring department
- Department of ordering of projects
- Design and technical department
- Department of the organization and supervision of construction

3. Problems Encountered and Resolved

14. In the table below are given tasks that were solved or were started in the reporting period and are still going on.

TASKS	STATUS	TARGETED DATES
Project preparation		
Preliminary design finalization	Completed	
Implementation arrangements		
Organizational chart	on-going	June 2012
Preparation of Job description	on-going	June 2012
Reorganization of PIU	on-going	July 2012
Recruitment of additional staff	on-going	September 2012
Safeguards		
Detailed measurements survey (DMS) and data collection	Completed	
LARF finalization and approval	on-going	June 2012
Description protocols finalization	on-going	June 2012
Agreement on property alienation finalization	on-going	July 2012
LARPs finalization and approval	on-going	June 2012
Procurement		
Procurement Plan revision and approval	Completed	
Recruitment of DESC	on-going	June-July 2012
Recruitment of PMIC	on-going	August-September 2012
Recruitment of IMA	on-going	May 2012

4. Other issues pending

- TA consultant and YPIU will conduct public consultation for LAR
- TA Consultant will finalize LARPs update
- YM will finalize the agreement on property alienation
- Description protocols will be finalized and sent to affected people
- YM will prepare the project progress report for second quarter of 2012.

5. Safeguard compliance on project

15. **Land acquisition and resettlement.** ADB recommended using the description protocols prepared for North-South Road Corridor (N-S) as they were reviewed and approved by Government and ADB. The LARF was revised and re-submitted for Government approval for the following reasons: (i) to make it in compliance with N-S LARF, (ii) to specify and describe the compensation principles and mechanisms as for North-South ; (iii) to list expenses eligible for ADB financing; and (iv) to include the new description protocols compliant with N-S corridor. The LARF was reviewed by the PIU and then by ADB and was approved by the Government on 07.03.2012.

16. The Land acquisition and resettlement plans (LARPs) of the two road sections were prepared in 2010 and are being updated by the YM and Technical Assistance consultant recruited by ADB. Detailed measurements survey (DMS) started early September. Data collection and valuation is already completed. All valuations are forwarded to Mott MacDonald to reconcile and finalize the two LARPs. The LARP will be reviewed by the PIU

and then by ADB before being submitted for the Government's approval. The implementation of the LARPs will start in the second quarter of 2012.

17. **Environment.** The PMIC will monitor the performance of RFP 1 and ensure compliance with all environmental requirements. With the assistance of the DESC, he will finalize the EIA/IEE and conduct the necessary consultation in compliance with ADB's Safeguards Policy Statement 2009 and the EARF approved in 2010 between ADB and the Government of Armenia.

18. **Community and gender action plan.** The community and gender action plan was prepared on May 2011, by the Technical Assistance consultant recruited by ADB. The PMIC will update and implement with YM and PIU the community and gender action plan over the project 1 period.

6. Updated implementation progress

19. The implementation progress is on track, there were no delays in the reporting period. Refer to Appendix 1 which gives the project implementation progress to date according to a weighting.

C. Procurement Information

1. Detailed report on procurement activities

a. Status of bidding documents

20. The construction of the two road sections will be procured using the international competitive bidding (ICB) process. The bidding documents will be ready by July- August 2012 and will depend on the detailed design consultants' recruitment.

21. The Consulting services currently being procured under RFP 1 include:

- (i) The detailed engineering and construction supervision consultant (DESC); and
- (ii) The project management and institutional strengthening consultant (PMIC)
- (iii) The independent monitoring Agency (IMA) overseeing the implementation of the LARPs.

b. Status of bids in progress

22. In the table below is given the status of the process of recruitment of consultants.

Consultant recruitment	DESC	PMIC	IMA
Preparation of TOR	completed	completed	completed
Advertising and posting on ADB website	completed	completed	completed
Submission 1 preparation and approval	completed	completed	completed
RFP sending to the short-listed companies/first ranged company	completed	completed	completed
Submission 2-3 preparation and approval	ongoing	ongoing	completed
Contract negotiations	---	---	ongoing
Contract signing	Q2 2012	Q3 2012	May-12

c. Contracts awarded

23. One contract has been signed for the updating license to EMME 3.3.4 and replacing lost INROkey 0349 of transport modeling software (EMME). The procurement plan is attached in Appendix 2.

d. Contracts closed

24. No actual progress in the reporting period.

e. Contracts with issues

25. No actual progress in the reporting period.

f. Procurement plan for next quarter

- YPIU will sign contract award for the IMA
- YPIU will submit the submission 2 and 3 for the DESC
- YPIU will submit the submission 2 and 3 for the PMIC

D. Financial Information

1. Disbursement status

26. No actual progress in the reporting period.

2. Special account status

27. The imprest account was opened on 6 September 2011 at the State Treasury. The list of signatories and alternates is sent to ADB.

28. A first withdrawal application of \$2.66 million was received by ADB on 3 October 2011 and was forwarded to CTLA on 6 October. The first transfer to the amount of \$2.66 million was performed on 13 October.

3. Loan commitment

29. No actual progress in the reporting period.

4. Contract payments

30. For the purposes of the project a transport modeling software was acquired by the Yerevan Trans. Withdrawal for the sum equal to cost of the software will be made from the Loan Account.

5. Status of audits

31. Given that no financial activity has been recorded in 2011, ADB approved to waive the 2011 financial audit..

E. Compliance with covenants

32. The status of compliance with ADB covenants is detailed in accordance with progress made up to the 30 September 2011.

Covenants	Status of compliance
<p>Implementation arrangements The Borrower shall designate Yerevan as the Project Implementing Agency with responsibility for overall Project implementation and for liaison with ADB and other government agencies. The Borrower and Yerevan shall ensure that the Project is implemented in accordance with the detailed arrangements set forth in the FAM.</p>	<p>Being complied with: Yerevan was appointed as the Project Implementation Agency and is responsible for overall project implementation in accordance with ADB's policies and procedures and for liaison with ADB and other government agencies. For the proper implementation of the project a specific project team was created in PIU. The staffing of the team and their job descriptions are relevant for the project.</p>
<p>Environment The Borrower shall ensure that the preparation, design, construction, implementation, operation and decommissioning of each Subproject comply with (a) all applicable laws and regulations of the Borrower relating to environment, health and safety; (b) the Environmental Safeguards; (c) the EARF; and (d) all measures and requirements set forth in the respective IEE and EMP, and any corrective or preventative actions set forth in a Safeguards Monitoring Report.</p>	<p>Being complied with: The PMIC will monitor the performance of RFP 1 and ensure compliance with all environmental requirements. With the assistance of the DESC, he will finalize the EIA/IEE and conduct the necessary consultation in compliance with ADB's Safeguards Policy Statement 2009 and the EARF, approved in 2010 between ADB and the Government of Armenia.</p>
<p>Land Acquisition and Involuntary Resettlement The Borrower shall ensure that all land and all rights-of-way required for each Subproject are made available to the Works contractor in accordance with the schedule agreed under the related Works contract and all land acquisition and resettlement activities are implemented in compliance with (a) all applicable laws and regulations of the Borrower relating to land acquisition and involuntary resettlement; (b) the Involuntary Resettlement Safeguards; (c) the LARF; and (d) all measures and requirements set forth in the respective LARP, and any corrective or preventative actions set forth in a Safeguards Monitoring Report.</p>	<p>To date Land Acquisition and Involuntary Resettlement has not been implemented, but shall comply once Land Acquisition and Involuntary Resettlement arrangements are started. The draft LARF and LARP are prepared by the technical assistance consultant, recruited by ADB. The LARF was revised and approved by the Government. LARP will be revised and resubmitted for Government's approval.</p>

<p>Without limiting the application of the Involuntary Resettlement Safeguards, the LARF or the LARP, the Borrower shall ensure that no physical or economic displacement takes place in connection with the Subprojects until: Compensation and other entitlements have been provided to affected people in accordance with the LARP; and A comprehensive income and livelihood restoration program has been established in accordance with LARP.</p>	<p>To be complied with</p>
<p>Human and Financial Resources to Implement Safeguards Requirements The Borrower shall make available necessary budgetary and human resources to fully implement the EMP, the LARP and IPP.</p>	<p>Being complied with: Budgetary resources will be available in accordance with the Financing Plan described in Periodic Financing Request. For the proper implementation of the resettlement arrangements a resettlement specialist is involved in the project team. If there is a need an environmental specialist will be involved for work in the team. The project is not expected to affect indigenous people.</p>
<p>Health and Labor Standards The Borrower shall cause Yerevan to ensure that contractors engaged under the Project (i) comply with all applicable labor laws; (ii) use their best efforts to employ woman and local people, including disadvantaged people, living in the vicinity of the Project; (iii) provide equal pay to men and women for work of equal type; (iv) provide and adequately equip first-aid, health and sanitation, and personal hygiene facilities for male and female workers at the Project site; (v) maximize female training and employment; (vi) conduct an information and education campaign on sexually transmitted diseases and HIV/AIDS for construction workers as part of the health and safety program at campsites and adjacent communities during Project implementation; and (vii) abstain from child labor. Relevant contracts financed under the Project must include specific clauses on these undertakings.</p>	<p>To be complied with.</p>
<p>Gender and Development The borrower shall cause Yerevan to ensure that within 6 months of the Effective Date, the community and gender action plan is agreed with ADB, that it is implemented in timely manner over the Project period, and that adequate resources are allocated for this purpose.</p>	<p>Being complied with: The community and gender action plan was prepared on May 2011, by the technical assistance consultant recruited by ADB. The PMIC will update and implement with YM and PIU the community and gender action plan over the RFP 1 period.</p>
<p>Safeguards-related Provisions in Bidding Documents and Works Contracts The Borrower shall ensure that all bidding documents and contracts for Works contain provisions that require contractors to: (a) comply with the measures and requirements relevant to the contractor set forth in the IEE, the EMP, and the</p>	<p>To be complied with</p>

<p>LARP(to the extent they concern impacts on affected people during construction), and any corrective or preventative actions set out in a Safeguards Monitoring Report;</p> <ul style="list-style-type: none"> (b) make available a budget for all such environmental and social measures; (c) provide the Borrower with a written notice of any unanticipated environmental, resettlement or indigenous peoples risks or impacts that arise during construction, implementation or operation of the project that were not considered in the IEE, the EMP, and the LARP; (d) adequately record the condition of roads, agricultural land and other infrastructure prior to starting to transport materials and construction; and (e) fully reinstate pathways, other local infrastructure, and agricultural land to at least their pre-project condition upon the completion of construction. 	
<p>Safeguards Monitoring and Reporting The borrower shall do the following</p> <ul style="list-style-type: none"> (a) submit semi-annual Safeguards Monitoring Reports to ADB and disclose relevant information from such reports to affected persons promptly upon submission; (b) If any unanticipated environmental and/or social risks and impacts arise during construction, implementation or operation of the project that were not considered in the IEE, the EMP, and the LARP, promptly inform ADB of the occurrence of such risks or impacts, with detailed description of the event and proposed corrective action plan; (c) No later than [6 months], engage qualified and experienced external experts or qualified NGO under a selection process and terms of reference acceptable to ADB, to verify information produced through the Project monitoring process, and facilitate the carrying out of any verification activities by such external 	<p>Shall comply at the appropriate time.</p>

experts; and (d) Report any actual or potential breach of compliance with the measures and requirements set forth in the EMP or the LARP promptly after becoming aware of the breach.	
Prohibited List of Investments The borrower shall ensure that no proceeds of the Loan are used to finance any activity included in the list of prohibited investment activities provided in Appendix 5 of SPS.	Being complied with
Counterpart Support The borrower shall ensure that the counterpart funding is promptly provided for purposes of successful Project implementation. The Borrower shall cause Yerevan to be adequately staffed and equipped in a manner acceptable to ADB.	For the proper implementation of the project PIU was restructured and a specific project team was created in PIU, including resettlement, procurement and financial specialists. No counterpart funding was provided yet. The counterpart funding to be provided by the Government of Armenia for 2012 will be \$2.083 million.
Governance and Corruption The Borrower shall cause Yerevan to have the Project-related accounts audited in accordance with international standards by an independent auditor acceptable to ADB.	To be complied with: The project-related accounts will be annually audited in accordance with international standards.
The Borrower shall comply with ADB's Anticorruption Policy (1998, as amended to date) for the purposes of the project. The Borrower, consistent with its commitment to good governance, accountability and transparency, agreed (a) that ADB reserves the right to investigate, directly or through its agents, any alleged corrupt, fraudulent, collusive or coercive practices relating to the Project and (b) to cooperate fully with any such investigation and to extend all necessary assistance. The Borrower shall ensure that all contracts financed ADB under the Project include provisions specifying the right of ADB to audit and examine the records and accounts of Yerevan and all contractors, suppliers, consultants and other service providers as they relate to the Project or Subproject.	The project is being implemented in accordance with ADB's Anticorruption Policy.
Operational covenants The Borrower shall cause Yerevan to ensure that (i) the Subproject are implemented in accordance with design specifications and construction norms; and (ii) construction supervision, quality control and contract management are performed in accordance with international standards.	Being complied with: The final reports of the preliminary design of the two sections were finalized in accordance with design specifications and construction norms by the technical assistance consultant, recruited by ADB.
The Borrower shall contractually bind Yerevan to ensure that its actual road and urban transport maintenance budget increases at least at 5% per annum during 2011-2015.	Complied

<p>The Borrower shall ensure that the relevant municipalities or authorities install appropriate safety signs and facilities during implementation.</p>	<p>Complied</p>
<p>The Borrower and Yerevan shall ensure that ADB's consent is obtained at least 6 months prior to the implementation of any of the following: (i) any change in ownership of any asset, facility or structure financed under the Project; (ii) any sale, transfer, or assignment of interest or control in any asset, facility or structure financed under the Project; or (iii) any lease or other contract or modification of the functions and authority of Yerevan over operation and maintenance of any such asset, facility or structure financed under the Project. The Borrower shall ensure that any such changes will be carried out in a legal and transparent manner.</p>	<p>shall comply at the appropriate time</p>

Appendix 1

Implementation Schedule with Weights

	2011				2012				2013				2014				2015				(a) Assigned Weight	(b) Actual Progress	(a) x (b) Weighted Average
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Component A - Urban Infrastructure																							
Recruitment of Detailed Engineering and Construction Supervision of 2 Road Rings of Yerevan Western Ring Road																					5,0%	50%	3%
Detailed Design																					10,0%	0%	0%
Bid Documents																					1,0%	0%	0%
LARP Preparation and Implementation																					4,0%	30%	1%
Civil Works																							
Argavand Highway - Shirak St (West)																					28,0%	0%	0%
Artashat Highway - Shirak St & St Tamanciner (South-West)																					32,0%	0%	0%
Component B - Institutional Strengthening																							
Recruitment of Program Management & Institutional Strengthening Consultant																					4,0%	20%	1%
Multimodal Transport System Devt (tariff, ticketing, information signage, urban transport website, accessibility, traffic model, action plan)																					10,0%	2%	0%
Set-up monitoring units to evaluate impacts of program incl financial evaluation of action plan																					1,0%	0%	0%
Component C - Project Management and Capacity Building																							
Recruitment of Independent Monitoring Agency Consultants																					0,5%	80%	0%
Recruitment of Audit Consultants																					0,5%	0%	0%
Independent Resettlement monitoring																					1,0%	0%	0%
Environment Management Plan Key Activities																					1,0%	0%	0%
Gender Action Plan Key Activities																					0,5%	0%	0%
Communication Strategy Key Activities																					0,5%	0%	0%
Project Performance Management System (PPMS)																					0,5%	0%	0%
Total Weight																					100%		
Implementation Progress Weighted Percentage																							5%

ADB Loan No. 2752
PROCUREMENT PLAN

Revised on 15 May, 2012

[illegible]

Annex No. 1
RA Government Decree No. 273-Ն,
March 7, 2012

Land Acquisition and Resettlement Framework
(LARF)

**SUSTAINABLE URBAN DEVELOPMENT
INVESTMENT PROGRAM**

Yerevan - 2012

Government of Armenia

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ABBREVIATIONS

ADB	Asian Development Bank
AP	Affected Person
AH	Affected Household
IMA	Independent Monitoring Agency
IPSA	Initial Poverty and Social Assessment
PSA	Poverty and Social Assessment
MFF	Multi Tranche Financial Facility
EA	Executing Agency
MOY	Municipality of Yerevan
PIU	Project Implementation Unit
IA	Implementing Agency
PGC	Program Governing Council
PMIC	Project Management and Institutional Strengthening Consultant
PPTA	Project Preparatory Technical Assistance
PPTAC	Project Preparatory Technical Assistance Consultant
NGO	Non-Governmental Organization

LAR	Land Acquisition and Resettlement
LARF	Land Acquisition and Resettlement Framework
LARP	Land Acquisition and Resettlement Plan
LARU	Land Acquisition and Resettlement Unit
DESC	Detailed Engineering Design and Supervision Consultant
PFR	Periodical Financial Request
SRS	Social and Resettlement Specialists
SES	Socioeconomic Survey
RP	Resettlement Plan
DMS	Detailed Measurement Survey

DEFINITIONS OF LAR TERMS

Compensation - Payment in cash or in kind of the replacement cost of the acquired assets.

Entitlement - Range of measures comprising compensation, income restoration, transfer assistance, income substitution, and relocation which are due to affected people, depending on the nature of their losses, to restore their economic and social base.

Indigenous Peoples (IP) - “Indigenous Peoples” as used in the ADB’s Policy on Indigenous Peoples encompasses a generic concept not easily reflected in a single term. Ethnic Minority is one of the other terms relating to the concept of indigenous peoples as addressed in the ADB policy. Others are “cultural minorities,” “indigenous cultural communities,” “tribals,” “scheduled tribes,” “natives,” and “aboriginals.” Accepted or preferred terms and definitions vary country by country. “Indigenous Peoples” is the term used in the United Nations documents, and is used by ADB solely for convenience. In Armenia, the term Ethnic Minority is considered more applicable.. In this respect, to qualify for consideration as being covered under the ADB’s IP Policy, an ethnic minority ‘should be regarded as those with a social or cultural identity distinct from the dominant or mainstream society, which makes them vulnerable to being disadvantaged in the processes of development.’

Host population - Community residing near the area where the Project beneficiaries propose to voluntarily resettle as part of the Project.

Improvements - Structures constructed (dwelling unit, fence, waiting sheds, animal pens, utilities, community facilities, stores, warehouses, etc.) and crops/plants planted by the person, household, institution, or organization.

Land Acquisition - The process whereby a person is compelled by a government agency to alienate all or part of the land a person owns or possesses to the ownership and possession of the government agency for public purpose in return for a consideration.

Affected Person/People (AP)- Any person (individual) affected by Project-related changes in use of land, water, natural resources, or income losses.

Affected Household (AH) – The affected household as a whole. This unit operates as a single economic and domestic unit and may consist of an individual, a single nuclear family or an extended family. This is the significant unit receiving compensation/rehabilitation.

Rehabilitation - Compensatory measures provided under the Policy Framework on involuntary resettlement (including relocation allowance) other than payment of the replacement cost of acquired assets.

Relocation - the physical relocation of a AP/AH from her/his pre-Project place of residence.

Replacement Cost - The value determined to be fair compensation for land based on its productive potential, the replacement cost of houses and structures (current market price of building materials and labor without depreciation or deductions for salvaged building material), and the market value of residential land, crops, trees, and other commodities.

Resettlement - All measures taken to mitigate any and all adverse impacts of the Project on AP's property and/or livelihood, including compensation, relocation (where relevant), and rehabilitation of the damaged/removed infrastructure and installations.

Marz-Community - Armenia is divided into 10 provinces (marz). Yerevan, as the capital of the country, has a special administrative status. The province chief executive is the governor (marz) appointed by the Government. Each province is divided in communities (hamaynk) which are self-governing units and consists of one or more settlements (bnakavayr). Settlements are classified as towns (kaghak) or villages (gyugh). As of 2007, Armenia includes 915 communities (49 urban and 866 rural). Previously having Marz status, Yerevan, now has the status of a community and it has an elected mayor.

LAND ACQUISITION AND RESETTLEMENT FRAMEWORK

A. INTRODUCTION

1. This Land Acquisition and Resettlement Framework (LARF) for the Sustainable Urban Development Investment Program (the Program) has been prepared by joint efforts of the Municipality of Yerevan (MOY) and Consultants of Asian Development Bank (ADB). The LARF is fully endorsed by MOY and is presented for approval of Government of Armenia (GoA). This document details mechanisms, procedures and compensation entitlements to be applied in the planning and implementation of Land Acquisition and Resettlement (LAR) tasks. The Program, to be financed by ADB under a Multi Tranche Financial Facility (MFF), will be implemented together with the Ministry of Economy of RA over a period of 10 years. During the whole MFF MOE will act as the executing agency (EA) and Municipality of Yerevan (MOY) on behalf of “Investing Projects Implementation Unit Building Up of Yerevan” (PIU) as the Implementing Agency (IA) for the first tranche. The program consists of several stages/financial tranches, each of them will include different sub-projects. These are roads, transportation means, rehabilitation or construction of urban infrastructures, as well as institutional reforms of Yerevan and secondary cities of Republic of Armenia.

2. Before Program appraisal this LARF will be translated into Armenian and disclosed on the MOY website. The LARF in English will be posted on the ADB website.

B. LAR-RELATED PROGRAM PROCESSING REQUIREMENTS

3. Based on MFF procedures Program appraisal is carried out together with the appraisal of the first tranche. The following tranches will be appraised once the EA sends to ADB a Periodical Financial Request (PFR) accompanied by the final documents and technical studies for each subproject under the tranche.

4. For what specifically concerns Land Acquisition and Resettlement (LAR) tasks the approval of the MFF/tranche 1, of the PFRs for the following tranches and of the implementation of each tranche subproject involving LAR will require the preparation of the following documents:

- (i) A LARF for the whole financial facility and applicable to all subprojects. The LARF will be reviewed, if necessary updated, and submitted for ADB approval at least annually and always at the start of the preparation of each tranche.
- (ii) An Initial Poverty and Social Assessment (IPSA) indicating, for each tranche, whether LAR impacts are likely to occur -- if yes, then the type of impacts and their likely magnitude -- whether there may be Indigenous Peoples (IP) affected, and;
- (iii) If LAR occurs, a LAR Plan (LARP) for each project under a tranche based on detailed design and commensurate to the severity of impacts.¹ The LARP will include detailed compensation and administration budgets and implementation schedules linking LAR tasks to the initiation of civil works.

5. Based on the ADB Safeguards Policy Statement (SPS)² and established practice, the appraisal of the MFF and each tranche and approval of project implementation will be

¹ As per the ADB Operation Manual (OM) F1/OP (2009) a project is classified as Category “A” if > 200 people suffer significant impacts (relocation or loss of >10% of productive assets). A project will instead be classified as Category “B” when less than 200 people suffer significant impacts. Category “C” projects have no LAR impacts.

² Please refer to the ADB Social Safeguards Policy Statement (2009)

based on the following LAR-related conditions:

- (i) **MFF/first tranche appraisal:** Conditional to: a.) preparation and disclosure of a LARF for the whole MFF acceptable to ADB and Government; b.) preparation of an IPSA and c.) preparation and disclosure of LARPs acceptable to ADB and Government for each tranche subproject requiring LAR.
- (ii) **Approval of PFR for following tranches:** Conditional to: a.) review/update/disclosure of the LARF, and b.) preparation/disclosure of LARPs consistent with the revised LARF and acceptable to ADB and GoA for each tranche subproject with LAR.
- (iii) **Contract awards signing (for subprojects involving LAR):** Conditional to: a) the finalization of the LARP as an implementation-ready document and its disclosure, and b) the hiring of an Independent Monitoring Agency (IMA) ready to mobilization.
- (iv) **Provision of notice to proceed to contractors:** Conditional to the full implementation of the relevant LARP (full delivery of compensation and rehabilitation) to be documented by a compliance report from the IMA. Such a condition will be clearly spelled out in the text of the civil works contract.

C. INDIGENOUS PEOPLES AND VULNERABLE GROUPS

6. No impact on Indigenous Peoples is expected for the Program. Special attention will be given to identifying and addressing the needs of disadvantaged groups such as the landless, the poor and female-headed households, through measures included in the LARP to try and improve (over and above cash compensations and restoration of) their livelihoods.

D. LARP PREPARATION AND IMPLEMENTATION

7. LARP preparation activities for subprojects with LAR will be an integral part of the preparation of tranche subprojects starting with LAR screening tasks and ending with a readily implementable LARP based on detailed design. The sequence of activities for LARP preparation is the following:

- (i) Once an initial road alignment and cross-sections design is available the MOY/PIU will carry out a preliminary cadastral survey identifying the affected properties and their owners/users. Following this survey the Governments enacts a decree recognizing the project as a public interest project.
- (ii) Upon enactment of the Government decree the MOY/PIU and the project preparation consultants will conduct detailed surveys in the field. These include a Detailed Measurement Survey (DMS) of all land/non-land impacts, a census of all Affected Households (AH) and Affected People (AP) and, through the services of an independent assessor, a valuation survey of all affected assets.
- (iii) To fit ADB requirements the project preparation consultants will carry out a socio-economic survey (SES) based on a 25% statistical sample of the AHs³.
- (iv) Based on these surveys a LARP will be compiled. In the course of the surveys all AHs will be thoroughly informed of the stipulations of this LARF and of the provisions

³ The SES will provide a description of the major socio-economic features of the affected population (ethnicity, education level, modes of livelihood, and sources of income, poverty/income levels, and house type/value and land tenure types). A second purpose of the SES will be to identify any vulnerable and risk groups that need additional support, as a basis for preparing the LARP budget

of the LARF including impacts, compensation rates and schedules. DMS, AP census and compensation costs will be reviewed and if necessary updated after the finalization of detailed design.

8. **LARP preparation/implementation Process.** LARP preparation for the first tranche of the Program will be carried out by the Project Preparatory Technical Assistance (PPTA) consultants. The same tasks for the following tranches will be carried out by MOY/PIU, the Detailed Engineering Design and Supervision, as well as Project Management and Institutional Strengthening Consultants. LARP implementation will be overseen by the above mentioned two consultants. LARP preparation/implementation will be carried out according to the following process:

- a. **LARP preparation.** This phase will be carried out in parallel with the preparation of the projects feasibility study (See Annex A for a standard outline of a LARP).
- b. **LARP review/finalization.** This phase will be carried out during the preparation of detailed design and will include eventual updates of impacts/AP data, possible compensation rates revisions and administrative work to legalize legalizable APs. After the final LARP is approved by ADB, civil works contracts will be signed.
- c. **LARP implementation.** This phase will start after the final LARP is approved and will be concluded with the provision of due compensation to all AHs.
- d. **Civil works Implementation.** In general civil works will start only after all AHs are compensated and a compliance report is prepared by the IMA. However, if a road has sections without impacts and sufficiently long to economically justify construction, civil works for these sections may start immediately after contracts signing. In these cases absence of impacts will have to be demonstrated by an ad hoc due-diligence report.

E. LEGAL AND POLICY BACKGROUND

E.1 Armenia's Laws and Regulations on Land Acquisition and Resettlement

9. The Armenia's *Constitution* (1995) recognizes and protects the private ownership rights. It also provides that private ownership may be terminated "in exclusive cases of prevailing public interests" based on established procedure and with prior adequate compensation. Land acquisition and compensation issues are discussed in the *Land Code* Article 102, 104, the *Civil Code* (1998), Articles 218 to 221 and in the *Law of RA On the Alienation of the Private Property for Public and State Needs* adopted on 27 November 2006.

10. Under the existing law of RA *On the Alienation of the Private Property for Public and State Needs* the RA Government will issue a Decree determining the case of exclusive public and state priority needs based on the request from relevant state agencies. The government decree on recognition of the item as prevailing and exclusive public interest shall set out:

- a. The exclusive and prevailing public interest, for which alienation of property shall be executed;
- b. The party acquiring the alienated property;
- c. The units constituting the alienated property (addresses, location and/or other information, which makes the property different from other assets);
- d. Final deadline to launch the alienation process.

11. Law of RA *On the Alienation of the Private Property for Public and State Needs* discusses procedural aspects of land acquisition and compensation rights of titled landowners and owners of immovable property in cases of alienation of their property for public purposes. Upon enactment of the government decree on recognition of property as prevailing exclusive public interest, the authorized body shall compile minutes describing the alienated property according to the procedure and deadlines defined by the government; acquiring party, owners and those holding property rights towards the alienated property may participate in compilation of such minutes if the latter had not been compiled during the preliminary survey of the property. One copy of the minutes describing the alienated property shall be, within no later than three days after its compilation, duly communicated to the owner and persons holding property rights towards such property, who are entitled to protest it with the authorized body and/or court within ten days after the due receipt thereof.

12. The consideration for the land/property being acquired is established by agreement between MOY and APs taking into account the market value of and damages, including consequential damages, and may include exchange of land/property. Adequate compensation shall be paid to the owner against alienation of his/her property. Adequate shall be the amount 15 percent over and above the market price for the alienated property. Assessment of the real estate or the real estate rights shall be made in accordance with the procedure defined in the Law of the Republic of Armenia on Assessment of Real Estate in Armenia adopted in October 4, 2005.

E.2. ADB's Provisions on Involuntary Resettlement under the SPS

13. The ADB Policy on Involuntary Resettlement is based on the following principles:
- Involuntary resettlement is to be avoided or at least minimized.
 - Compensation/Rehabilitation provisions will ensure the maintenance of the APs' pre-project standards of living.
 - APs should be fully informed and consulted on LAR compensation options.
 - APs' socio-cultural institutions should be supported/used as much as possible.
 - Compensation will be carried out with equal consideration of women and men.
 - Lack of legal title should not be a bar to compensation and/or rehabilitation.
 - Particular attention should be paid to households headed by women and other vulnerable groups, such as Indigenous Peoples, and appropriate assistance should be provided to help them improve their status.
 - LAR should be conceived and executed as a part of the project, and the full costs of compensation should be included in project costs and benefits.
 - Compensation and resettlement subsidies will be fully provided prior to clearance of right of way/ground leveling and demolition.

E.3 Comparison of Armenia's Law/Regulation on LAR and ADB SPS

14. Differences between Armenian laws/regulations and ADB policy are outlined in Table 1 below.

Table 1: Comparison of Resettlement Laws and Regulations

Armenian Laws and Regulations	ADB SPS
Land compensation only for titled landowners	Lack of title is not a bar to compensation and/or rehabilitation. Non-titled landowners receive rehabilitation
All affected houses/buildings are compensated for buildings damages/demolition caused by a project, with the exception of unregistered commercial structures	ADB Policy includes compensation for unregistered commercial structures as well
Crop losses compensation provided only to registered landowners	Crop losses compensation provided to all Aps
Land valuation based on current market value plus 15% of the assessed value.	Land valuation based on current market rate/replacement value
Information on impacts quantification/costing, entitlements, and amounts of compensation and financial assistance are to be disclosed to the AH/Aps prior to appraisal	The Same
No provision for income/livelihood rehabilitation measure, allowances for severely affected APs and vulnerable groups, or resettlement expenses	The ADB policy requires rehabilitation for income/livelihood, for severe losses, and for expenses incurred by the APs during the relocation process

15. In general, there are no basic differences between the Armenian legislation and ADB policies regarding the land acquisition and resettlement. However, the Armenian laws and regulations are not very clear on how the rehabilitation of APs is to be achieved. Another issue is that ADB recognizes as eligible to compensation or at least rehabilitation titled and non-titled owners or registered and unregistered tenants. To reconcile these gaps between the Armenian legislation and ADB's Policy, MOY has drafted this LARF for the Program, ensuring compensation at full replacement cost of all items and at least rehabilitation of informal/non-titled settlers, unregistered businesses. The LARF also provides for rehabilitation packages for APs that will be relocated are vulnerable or severely affected.

16. Attempts should first be made to acquire private land on the basis of negotiation with individual affected entities. Should the negotiation fail, the power of eminent domain will be sought and the expropriation process will start. In case of negotiated sale ADB requires that appropriate due-diligence will be put in place to ensure that the AP are offered fair price, are informed, are allowed sufficient bargaining space and their case is monitored by an independent external party. These conditions are fully guaranteed by the use of an independent Monitoring agency (see chapter K below) and by the Armenian Government practice of engaging independent land assessors to determine asset compensation rates,

E.4 LARF Principles and Entitlements adopted for this MFF

17. Based on Armenian laws and ADB's SPS, 2009, core involuntary resettlement principles are developed for this MFF which are as follows:

- Land acquisition, and other involuntary resettlement impacts will be avoided or minimized exploring all viable alternative project designs;
- where unavoidable, a time-bound LARP will be prepared and APs will be assisted in improving or at least regaining their pre-program standard of living;
- consultation with APs on compensation, disclosure of resettlement information to APs, and participation of APs in planning/implementing sub-projects, such as providing their views on design alternatives and participating in monitoring activities, will be ensured;
- vulnerable and severely affected APs will be provided special assistance;

- Non-titled APs (e.g., informal dwellers or squatters, APs without registration details) will receive a livelihood allowance in lieu of land compensation and will be fully compensated for losses other than land.
- Legally APs will be legalized and fully compensated for land losses.
- Provision of income restoration and rehabilitation;
- The LARP will be disclosed to the APs in the local language
- Payment of compensation, resettlement assistance and rehabilitation measures will be fully provided prior to the contractor taking physical possession of the land and to the commencement of any construction activities on a particular package and .
- Appropriate redresses mechanisms to solve APs grievances are established.

F. COMPENSATION ELIGIBILITY AND ENTITLEMENTS FOR THE PROJECT

18. LAR tasks under the Project will be implemented according to a compensation eligibility and entitlements framework in line with both Armenian laws and regulations and ADB Policy. The basis to determine the amount of compensation is the market value of the property, and in case the cadastral value exceeds the market value of the property then the basis is considered to be the cadastral value. A summary entitlements matrix is included in Table 2 below.

Table 2: Entitlement Matrix

Type of Loss	Application	Definition of APs	Compensation Entitlements
1. Agricultural land Loss	AH losing agricultural land regardless of impact severity	Owners	Compensation at replacement value +15% either in cash at market rates or cadastral values (whichever the highest). When there are no active land markets cash compensation will be based on the value of the yearly product of the land for a sufficient number of years to ensure the affected parties rehabilitation for the loss of their land.
		Legalizable Owner	Legalizable APs will be legalized and paid the same compensation as above.
		Leaseholder (community/state)	Leaseholder will be legalized and compensated as full owners at market rates or cadastral values (whichever the highest) or will be given a new lease. If this is not possible they will receive compensation equal to "the market or cadastral value of affected land (whichever the highest) + 15%" in the following proportions according to the length of the lease: 1) < 1 year 5%; 2) < 15 years 14%; 3) < 25 years 20%; 4) > 25 years -25%.
		Non-legalizable AHs	These APs will receive a rehabilitation allowance equal to 25% of the affected land market or cadastral value (whichever the highest)
2. Non-Agricultural Land loss	AH losing their commercial/residential land	Owner	Compensation at replacement value +15% either in cash at market rates or cadastral values (whichever the highest).
		Legalizable Owner	Same compensation as above.
		Leaseholder (community/state)	These AH will be legalized and compensated as full owners at market rates or cadastral values (whichever the highest) or will be given a new lease. If this is not possible they will receive compensation equal to "the market or cadastral value of affected land (whichever the highest) + 15%" in the following proportions according to the length of the lease: 1) < 1 year 5%; 2) < 15 years 14%; 3) < 25 years 20%; 4) > 25 years -25%.
		Non-legalizable AHs	These APs will receive a rehabilitation allowance equal to 25% of affected land market or cadastral value whichever the highest.
3. Residential buildings		Legal and legalizable AHs	Cash compensation + 15% for loss of building at full replacement cost (to be not less than the market value) free of depreciation/transaction costs and salvaged

Type of Loss	Application	Definition of APs	Compensation Entitlements
		All AH regardless of legal status.	materials. Partial impacts will entail the compensation of the affected portion of the building plus repairs (with agreement of APs).
		Relocated Renters	Relocation and severe impact allowance as entitlement 9 and 10 below
4. Non-residential buildings/assets		AHs with valid registration	Cash compensation + 15% for loss of building at full replacement cost (to be not less than the market value) free of depreciation/transaction costs and salvaged materials. Partial impacts will entail the compensation of the affected portion of the building plus repairs (with agreement of APs).
		AHs with non legal buildings/structures built on the legal land	Cash compensation for loss of building at full replacement cost (to be not less than the market value) free of depreciation/transaction costs and salvaged materials.
		AHs with non-legal buildings/structures built on the non- legal land	Rehabilitation allowance equal to replacement cost (free of depreciation/transaction costs and salvaged materials) minus the legalization cost, which is maximum up to 20% of market value.
		Relocated Renters	Relocation and severe impact allowance as entitlement 9 and 10 below
5. Common property Loss	Community/Public Assets	Community/State	Reconstruction of lost structure in consultation with community/state authorized agency and restoration of their functions
6. Crop Losses	Standing crops affected	All AH regardless of legal status (including owners subject to obtaining legal status and residents having no residency status)	One year crop compensation in cash at market rate by default at gross crop value of expected harvest.
7. Tree Losses	Trees affected	All AH regardless of legal status. (including owners subject to obtaining legal status and residents having no residency status)	Cash compensation at market rate based on type, age and productive value of the trees.
8. Business or Employment Losses	Business employment loss	All AH regardless of legal status (including owners subject to obtaining legal status and residents having no residency status).	Owner: (i). <u>(permanent impact)</u> cash indemnity of 1 year net income; (ii) <u>(temporary impact)</u> cash indemnity of net income for months of business stoppage up to 1 year. Assessment to based on tax declaration. In absence of tax declaration the AH will receive a rehabilitation allowance based on the maximum non-taxable salary for the number of months of business stoppage up to 1 year. The maximum non taxable salary is equal to minimum salary. Permanent Worker/Employees: Indemnity equal to: (i) Permanent job loss 6 months of minimum salary; (ii) Temporary loss minimum monthly salary for the number of months of job loss up to 6 months..
9. Allowances for Severe Impacts	AH with >10% agricultural income loss or to be relocated	All severely affected AHs including informal settlers and relocated renters	i) 1 additional crop compensation covering 1 year yield for APs affected by severe agricultural income losses ii) a rehabilitation allowance of 6 months at minimum salary for relocated AHs..
10. Relocation allowances	Transport/transition costs	All relocated AH including relocated renters	Provision of funds to cover transport costs and livelihood expenses for 1 month.
11 Vulnerable People Allowances		AHs below poverty line or headed by Women or elderly people	Allowance equivalent to 6 months of minimum salary and employment priority in project-related jobs
12. Temporary impacts		All AHs	Due rent and rehabilitation for temporarily affected assets will be provided.
13. Unforeseen LAR impacts, if any			MOY will consider the unforeseen resettlement impacts during project implementation and will compensate/rehabilitate based on the above provisions.

F.1 Eligibility

19. APs entitled for compensation or at least rehabilitation provisions under the Project are:

- All APs losing land either covered by legal title/land rights or without legal status;
- Tenants and sharecroppers whether registered or not;
- Owners of buildings, crops, plants, or other objects attached to the land; and
- APs losing business, income, and salaries.

20. Compensation eligibility will be limited by a cut-off date to be set for each subproject on the day of the beginning of the AP Census and DMS (preparation of the description protocols). APs who settle in the affected areas after the cut-off date will not be eligible for compensation. They, however will be given sufficient advance notice, requested to vacate premises and dismantle affected structures prior to project implementation. Their dismantled structures materials will not be confiscated and they will not pay any fine or suffer any sanction.

F.2 Compensation Entitlements

21. Entitlement provisions for APs losing land, houses, and income and rehabilitation subsidies will include provisions for permanent or temporary land losses, buildings losses, crops and trees losses, a relocation subsidy, and a business losses allowance based on tax declarations and/or lump sums. These entitlements are detailed below:

- **Agricultural land impacts** will be compensated in cash at current market rates or cadastral value (whichever the highest) plus a 15% allowance. When there are no active land markets cash compensation will be based on the value of the yearly product of the land for a sufficient number of years to ensure the affected parties rehabilitation for the land loss of their land. Non-directly affected sections of a plot which become inaccessible or unviable for cultivation or any use after the impact will be included in the affected land. When >10% of an AP agricultural land is affected, AP (owners, leaseholders and sharecroppers) will get an additional allowance for *severe impacts equal to* the market value of a year's gross yield of the land lost. Transaction taxes and fees will be paid by the MOY or waived.

Legalizable APs will be legalized and paid as titled owners. **Non-legalizable APs** will be compensated with one time self-relocation allowances in cash equal to 25% of the market or cadastral value of the affected land (whichever the highest).

Leaseholders will be legalized and compensated as full owners or will be given a new lease. If this is not possible they will receive compensation based on the market or cadastral value (whichever the higher) of the affected land + a 15% allowance in proportion to the remaining years of lease as follows: i.) <up to 1 year - 5% of land value; 2) < up to 15 years - 14% of land value; 3) < up to 25 years - 20% of land value; 4) 25 years and more- 25% of land value.

- **Non agricultural land (Residential/commercial land).** Legal owners will be compensated in cash at market value plus a 15% allowance. If there is no market rate, compensation will be based on the annual productivity of land calculated for the number of years which will provide the AH's recovery for land loss. Non-directly affected sections of a plot which become inaccessible or unviable for cultivation or any use after the impact will be included in the affected land.

Legalizable APs will be legalized and paid as titled owners. **Non-legalizable APs** will be compensated with one time self-relocation allowances in cash equal to 25% of the market or cadastral value (whichever the highest).

Leaseholders will be legalized and compensated as full owners or will be given a new lease. If this is not possible they will receive compensation in cash at market or cadastral value (whichever the higher) of the affected land + a 15% allowance in proportion to the remaining years of lease as follows: 1) < up to 1 year - 5% of land value; 2) < up to 15 years - 14% of land value; 3) < up to 25 years - 20% of land value; 4) 25 years and more - 25% of land value.

- **Residential Buildings/structures** will be compensated to all APs irrespective of the house registration status in cash at replacement cost (to be not less than the market value) plus a 15% allowance. Compensation will be free of deductions for depreciation, transaction costs and salvageable materials. In case of partial impacts and unwillingness of the owner to relocate, building impacts will cover only the affected portion of a building and its full rehabilitation to previous use. Relocated renters will be given all relocation and severe impacts allowances (see below).

- **Non-Residential Buildings/structures** will be compensated in the following ways: a) **AHs with valid registration** - Cash compensation + 15% for loss of building at full replacement cost (to be not less than the market value) free of depreciation/transaction costs and salvaged materials, b) **AHs with non legal buildings/structures built on the legal land** – As above, but without 15%, and c) **AHs with non-legal buildings/structures built on the non- legal land** – Rehabilitation allowance equal to replacement cost (free of depreciation/transaction costs and salvaged materials) minus the legalization cost, which is maximum up to 20% of market value. No need to legalize these buildings/structures. Relocated renters will be given all relocation and severe impacts allowances (see below).

- **Crops:** Cash compensation at current market rates for the gross value of 1 year's harvest by default. Crop compensation will be paid both to landowners and tenants based on their specific sharecropping agreements.

- **Trees:** Cash compensation at market rate based on type, age and productivity of trees.

- **Businesses:** Permanent losses (1 year or more) will be compensated in cash equal to a 1-year net income based on tax declaration; temporary losses will be compensated in cash equal to the monthly income based on tax declaration with the number of months of business stoppage. In absence of tax declaration these AP will be compensated as above but based on the maximum non-taxable salary (minimum salary).

- **Permanent business workers and employees:** Indemnity for lost wages for the period of business interruption up to a maximum of 6 months.

- **Relocation subsidy:** APs forced to relocate (including renters) will receive a relocation subsidy sufficient to cover transport costs and living expenses for 1 month.

- **Community Structures and Public Utilities:** Will be fully replaced or rehabilitated so as to satisfy their pre-project functions.

- **Severe impacts allowances.** These will be given to AH losing >10% of agricultural income (see above) or to relocated AH (including renters).

- **Vulnerable people Livelihood:** Vulnerable people (APs below poverty line and women or elder headed households) will be given a rehabilitation allowance equal to 6 months at minimum salary and priority in employment in project-related jobs.

F.3 Assessment of Compensation Unit Values

22. Assessment of the real estate or the real estate rights shall be made in accordance with the procedure defined in the *Law of the Republic of Armenia on Assessment of Real Estate in Armenia*. ADB methodology for assessing unit compensation values of different items is as follows:

- (i) **Agricultural Land** will be valued at market rates based on a survey of land sales in the year before the impact survey.
- (ii) **Houses/Buildings** will be valued at replacement rate based on construction type, materials cost, labor, transport/other construction costs. No deduction for depreciation/transaction costs. If an AP does not wish to relocate, partial impacts may be paid only for the affected portion of the building or repairs.
- (iii) **Annual Crops** will be valued at net market rates at the farm gate for the first year crop. In the eventuality that more than one-year compensation is due to the APs the crops after the first will be compensated at gross market value.
- (iv) **Trees** will be valued according to different methodologies depending whether the tree lost is a wood tree or a productive tree.
 - a. Wood trees will be valued based on age category (a. seedling; b. medium growth and c. full growth) and wood value and volume.
 - b. Fruit/productive trees will be valued based on age (a. seedling; b. adult-not fruit bearing; and c. fruit bearing). Stage (a) and (b) trees will be compensated based on the value of the investment made; stage (c) trees will be compensated at net market value of 1 year income x number of years needed to grow a new fully productive tree.

23. The unit compensation rates will be assessed by a certified independent evaluator based on clear and transparent methodologies acceptable to ADB. The assessed compensation rates will then be verified and certified by the PIU.

F.4 Conditions for Expropriation

24. Acquisition of land through expropriation proceedings entails lengthy procedures often may be resisted. Such an approach will thus be pursued under the Program only in extreme cases when negotiations between APs and MOY fail to implement a subproject. In these cases, however, MOY will not occupy the needed plots until: (i) the proper judicial process as defined by the law is initiated; (ii) a court injunction has been obtained and properly communicated to the APs; and (iii) the compensation/rehabilitation amounts are deposited in an escrow account.

F.5 Conditions for Legalization

25. In principle all occupants of untitled-plots can be legalized as long as they do not occupy areas classified as "Red Zones" (areas that are officially reserved for specific public use such military areas, hospital areas, school areas or areas that are not fit for settlement (river beds, radioactive terrains or other dangerous or ecological unfit lands)⁴. and corresponds to Armenian legislation other conditions. The private residential houses and the auxiliary buildings of residential significance adjacent to them constructed before May 15, 2001, in the administrative area of Yerevan, as well as the factually separated

4 See Land Code of the Republic of Armenia (2nd of May, 2001) article 60

land plots allotted for their construction and maintenance, for which the documents for urban construction activity and/or land allocation given in the manner prescribed by the law have not been preserved, if they are not constructed or are not in the lands provided for in Article 60 of the Land Code of the Republic of Armenia, including alienation zones of transport engineering facilities, do not conflict with urban development norms, and do not create servitude, are considered the property of the natural person(s) in possession of those assets as their own⁵. The same principle is applied for the additionally used up to 300 square meters separated state property land plots adjacent to the legal land plots, and/or the residential houses and/or auxiliary buildings of residential significance constructed on the former, which are used for the construction and maintenance of a residential house, which belonged to citizens before May 15, 2001. In case of a land plot more than 300 square meters, the additionally used land plot is alienated in the manner prescribed by the law, by its cadastral value. To be Legalized the APs will have to initiate a legalization process in accordance to pertinent administrative regulations. The IA will assist APs seeking legalization and will facilitate their cases. The legalization expenses can be paid from the compensation amount allocated by the RA/MOY, if it is acceptable for AP.

G. GENDER IMPACT AND MITIGATION MEASURES

26. Women have important economic roles in project areas and engage in a very wide range of income making activities in the agricultural and marketing sector. The Project will pay particular attention to ensure that women are the recipients of the compensation pertaining to their activities and to ensure that women who are de-facto household heads are clearly listed as beneficiaries of compensation and rehabilitation proceedings under the loan. In order to ensure the above the following actions will be considered:

- Include women in the impact enumerators.
- Impact assessment of AHs/APs indicating the total number of families and people must be gender-disaggregated to pinpoint how many women are likely to be affected by the Project and establish their pre-Project conditions.
- Women will be major participants in the consultation processes to determine and negotiate for compensation entitlements and implement the LARP.
- Special attention will be given to the impact of resettlement on women and other vulnerable groups during monitoring and evaluation of the LARP.

H. PUBLIC CONSULTATION, PARTICIPATION AND DOCUMENTS DISCLOSURE

27. According to ADB policy, the APs must be fully consulted and provided with opportunities to participate in the planning and implementation of land acquisition and resettlement. They also must be informed in an appropriate and timely manner of the outcomes of the planning process, as well as the schedules and procedures for implementation of the LARP. Public information and consultation campaign must be carried out by the LARU during all stages of the land acquisition and resettlement process. In addition, the LARU must also organize public information meetings, participation of the APs in the DMS, full disclosure of the Resettlement Plan (RP) and informing the APs about the procedures for payments of compensation and relocation.

28. The LARF has been translated into Armenian and distributed to the project regions for review and endorsement. The LARF will be uploaded on the ADB resettlement website

⁵ See Law of the Republic of Armenia "On the status of private residential houses in Yerevan which have not preserved their proof of title" (June 10, 2008) article 1, 2,3.

immediately upon Board approval. For the further tranches the updated LARF (if necessary) will be disclosed before Management consideration of each PFR.

29. During the different stages of the Project (planning, implementation, and monitoring) the following actions are in place: (i) distribution of public information brochure or booklets in Armenian, (ii) placement of copies of the LARP in Armenian in regional and community offices, and (iii) uploading of the LARPs on the ADB resettlement website.

30. Prior to the finalization of the LARP and its submission to the LARU the APs will be thoroughly informed on the results of the Census and DMS, and their preferences on compensation or other resettlement assistance will be given due consideration. The processes and mechanisms ensuring the active involvement of APs and other stakeholders will be detailed in the LARPs including the date, list of participants, and minutes of consultation meetings.

I. INSTITUTIONAL ARRANGEMENTS

31. The Program will be financed from the proceeds of the Loan Agreement signed between the Government of the RA and ADB. The mentioned Loan Agreement will specify the institutional arrangements of the Program and the structure and responsibilities of the Program Governing Council (PGC). The compensation/rehabilitation tasks described in this LARF involve distinct processes and dynamics and different actors. MOY, on behalf of PIU, will be the IA, MOE will be the EA. PIU Land Acquisition and Resettlement Unit (LARU) workers with the assistance of the consultants will develop and implement the LARP for each subproject based on the policy and procedures set out in this LARF. Several other Government and non -Government agencies will play instrumental roles in LAR processes. Pursuant to current legislation, the State Committee of Real Estate Cadastre of the Government of the Republic of Armenia is responsible for providing information about the status of real estate ownership, and is in charge of the state registration of ownership. An organogram of the organizational setting for the program is included in Figure 1.

I.1. RA Ministry of Economy and MOY/ PIU

32. RA MOE implements general functions for the Program including cross-agency coordination. MOY is responsible for all LAR preparation, implementation and financing. It will exercise its functions through LARU under the PIU. The LARU will have Social and Resettlement Specialists (SRS) who will be responsible directly to the PIU head for the general management of the planning and implementation of all LAR tasks. A Project Governing Council (PGC) made up of representatives from the MOY, concerned ministries and chaired by RA Prime Minister has been established to oversee the Project and make high level decisions, including resolving high profile AP grievances or serving as a final decision making body for AP grievances, short of their being referred to the Courts.

33. The SRS will be responsible for: (i) cooperate with cadastral; (ii) assisting the consultants in mapping, surveying and title verification activities; (iii) send the LARP to ADB for review, (iv) Disclose the LARP; (v) plan and manage LARP implementation and the distribution of compensation; (vi) assist in case of complaints; (vii) ensure proper internal monitoring; and (viii) hire, following ADB recommendation, the external monitoring agency. The SRS will also provide all needed documentation to ensure the prompt allocation of LAR budgets to the APs and will maintain the coordination of all LAR related activities.

I.2 Consultants

34. Different types of consultants will be involved in LAR tasks:

- i. **PPTA Consultants:** These will include international and local LAR capacity and needed survey teams and will carry out all field-surveys and prepare the needed LARPs for the first tranche.
- ii. **Detailed Engineering Design and Construction Supervision (DES) Consultants:** These will include international and local LAR capacity and needed survey teams and will carry out the same activities for updating/finalizing the First tranche LARPs and will prepare LARPs for the following tranches.
- iii. **Project Management and Institutional Straightening (PMI) Consultants:** These will include international and local LAR capacity and needed survey teams and will assist in the overall management of the projects, as well as preparation and implementation of LARP. The supervision consultants will also oversee LARP Implementation and carry out external monitoring and evaluation of the implementation of LARP for following tranches of the Program.
- iv. **Independent Monitoring Agency (IMA).** This consultant will be hired to conduct the external monitoring and evaluation of the implementation of tranche 1 LARP implementation. In the absence of a supervision consultant, the IMA will continue to carry out the external monitoring and evaluation for all the tranches.
- v. **Independent Asset Valuers.** These will be accredited private firms to be hired to evaluate affected assets identified by PPTA or Detailed Design and Supervision consultants.

I.3 Local Self-Government

35. Local authorities have direct jurisdiction for land administration and title verification. State Committee of Real Estate Cadastre Regional Offices will provide the data available in the local land registry and will facilitate the communication with community authorities. Community authorities will support surveys tasks, complaints resolution, AP consultation and compensation delivery as needed.

14. Other Agencies and Institutions

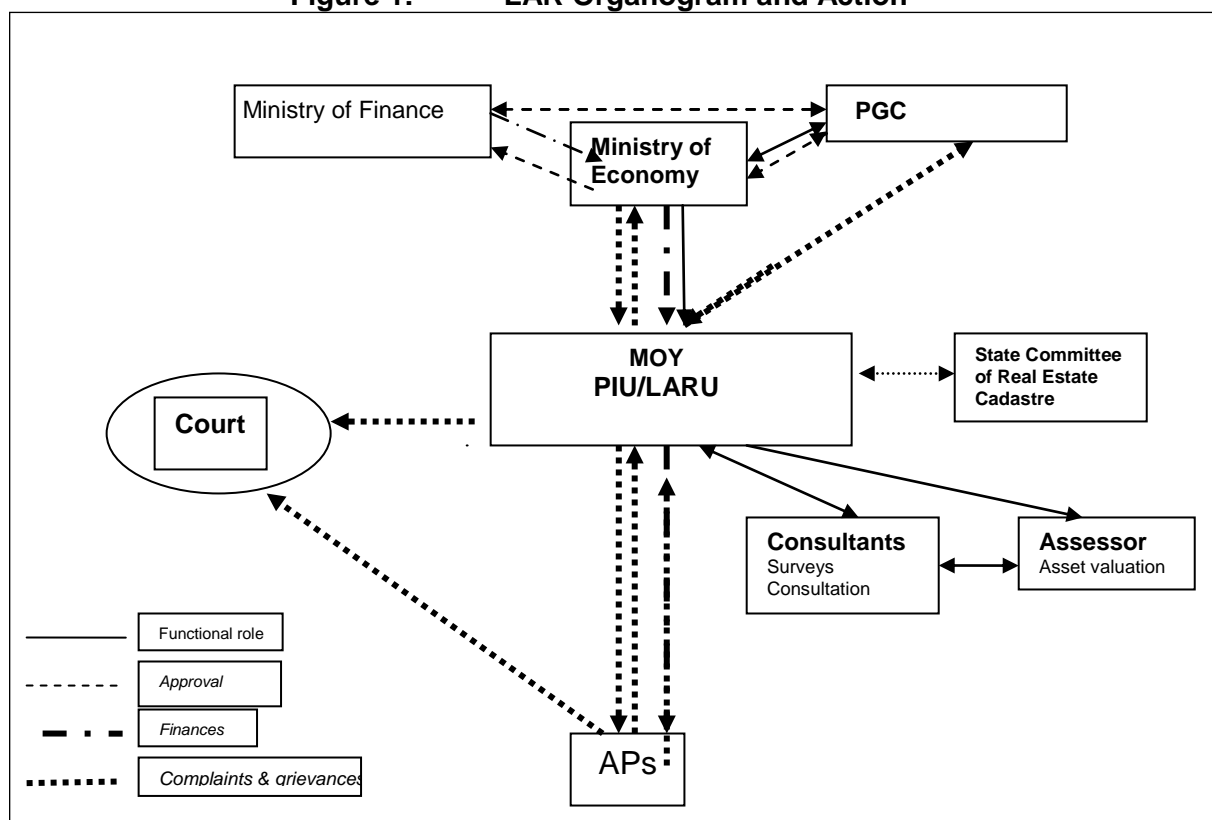
36. Several other institutions will participate to the preparation and implementation of LAR tasks. These are:

- i **Ministry of Finance** . The budgets for the implementation of the LARPs will be provided to MOY by the Ministry of Finance following the official approval of the final LARPs.
- ii **State Committee of Real Estate Cadastre of the Government of the Republic of Armenia.** The State Committee of Real Estate Cadastre of the Government of the Republic of Armenia is responsible for providing information about the status of real estate ownership, and is in charge of the state registration of ownership.
- iii **Courts.** In solving problematic cases related to property acquisition for public and state needs, the basis will be the court decision entered into force.

I.5 ADB.

37. Beside supervising periodically the Project ADB will review all LARPs and provide clearance to contract awards, signing/initiation of civil works to all subprojects with LAR.

Figure 1: LAR Organogram and Action



J. COMPLAINTS AND GRIEVANCES

38. A grievance mechanism will be available to allow an AP appealing any disagreeable decision, practice or activity arising from land or other assets compensation. During consultation, survey and compensation the AP shall be dully notified orally or in a written form about their rights and the procedure of complaints introduction. Complaints and not elimination of consequences should be ensured. This can be achieved by due preparation of LAR: providing full participation of AP and consultation, as well as providing contact and coordination between affected communities, IA and local self-government bodies. The Grievance resolution process will follow the steps defined below in table 3.

Table 3: Grievance Resolution Process

Land/ Crops Compensation Issues
1. First, complaints resolution will be attempted at PIU level with the involvement of the informal mediators. Within 30 days the PIU will dismiss the case or recommend its settlements to the APs.
2. If after the intervention and assistance with the PIU no solution has been reached, the APs should present their grievance to MOY. MOY must consult the PGC for their decision on whether to settle or go to Court. The AP must lodge the complaint within 1 month after receiving response on the original complaint from the PIU and must produce documents supporting his/her claim. The PGC will provide a response within 15 days of registering the complaint. The PGC decision must be in compliance with these RF provisions.
3. Should the grievance redress system fail to satisfy the AP, they can pursue further action by submitting their case to the appropriate court of law.

Nevertheless, above mentioned grievance mechanism does not limit the citizen's right to submit the case to the court of law just in the first stage of grievance process.

K. MONITORING AND EVALUATION

39. LAR under the Project will be subjected to both internal and external monitoring. Internal monitoring will be conducted by LARU. External monitoring will be assigned to an Independent Monitoring Agency to be hired by MOY and approved by ADB. The IMA will be selected among Non-Governmental Organization (NGOs), academic Institutions, or consulting firms. ADB will advise MOY on the IMA's terms of reference once Project implementation has begun.

K.1 Internal Monitoring

40. Internal monitoring will be carried out routinely by LARU either directly or through the services of a consultant. The results will be communicated to ADB through the quarterly project implementation reports. Indicators for the internal monitoring will be those related to process and immediate outputs and results, which allow to assess the progress and results of LARP implementation, and to adjust the work program, if necessary. The monthly reports will be quarterly consolidated in the standard supervision reports to ADB. Specific monitoring benchmarks will be:

- (i) Information campaign and consultation with APs;
- (ii) Status of land acquisition and payments on land compensation;
- (iii) Compensation for affected structures and other assets;
- (iv) Relocation of APs;
- (v) Payments for loss of income;
- (vi) Selection and distribution of replacement land areas; and
- (vii) Income restoration activities

41. The above information will be collected by LARU which is responsible for monitoring the day-to-day resettlement activities of the project through the following instruments:

- a) Review of census information for all APs;
- b) Consultation and informal interviews with APs;
- c) In-depth case studies;
- d) Sample survey of APs;
- e) Key informant interviews; and
- f) Community public meetings.

K.2 External Monitoring

42. External monitoring will be carried out in parallel with the implementation of each LARP and will result in a quarterly report and in a final compliance report indicating whether the compensation program has been carried out based on the provisions of this LARF and ADB policy and with the satisfaction of the APs. The compliance report will be communicated to PIU/MOY and ADB and will be a condition to start civil works. External monitoring for the first tranche will be carried out by an IMA to be selected and hired among NGOs, Academic Institutions or independent consultants by PIU. For tranches after the first external monitoring will be carried out by the supervision consultant. Indicators for External Monitoring tasks will include:

- (i) Review and verify internal monitoring reports prepared by PIU /MOY;
- (ii) Review of the socio-economic baseline census information of pre-displaced persons;

- (iii) Identification and selection of impact indicators;
- (iv) Impact assessment through formal and informal surveys with the affected persons;
- (v) Consultation with APs, officials, community leaders for preparing review report; and
- (vi) Assess the resettlement efficiency, effectiveness, impact and sustainability, drawing lessons for future resettlement policy formulation and planning.

43. As part of the final compliance report the IMA will also assess the status of project affected vulnerable groups such as female-headed households, disabled/elderly and families below the poverty line. The following will be considered as the basis for indicators in monitoring and evaluation of the project:

- (i) Socio-economic conditions of the APs in the post-resettlement period;
- (ii) Communications and reactions from APs on entitlements, compensation, options, alternative developments and relocation timetables etc.;
- (iii) Changes in housing and income levels;
- (iv) Rehabilitation of informal settlers;
- (v) Valuation of property;
- (vi) Grievance procedures;
- (vii) Disbursement of compensation; and
- (viii) Level of satisfaction of APs in the post resettlement period.

44. The IMA will carry out a post-implementation evaluation of the LARP about a year after completion of its implementation. The compelling reason for this study is to find out if the objectives of the RP have been attained or not. The benchmark data of SES of severely affected APs conducted during the preparation of the LARP and Poverty Social Assessment (PSA) will be used to compare the pre and post project conditions. The IMA will recommend appropriate supplemental assistance for the APs should the outcome of the study show that the objectives of the LARP have not been attained.

L. CAPACITY BUILDING AND TRAINING IN LARP IMPLEMENTATION

45. All concerned staff involved in LAR tasks at LARU will undergo a two days-long orientation and training in ADB resettlement policy, management and Armenian legislation related to LAR. The training will be provided by the international and local Resettlement specialists of the project preparation consultants. Training will cover the following topics:

- i). Principles and procedures of land acquisition;
- ii). Public consultation and participation;
- iii). Entitlements and compensation & assistance disbursement mechanisms;
- iv). Grievance redress; and
- v). Monitoring of resettlement operations.

M. RESETTLEMENT BUDGET AND FINANCING

46. All RP preparation and implementation costs, including cost of compensation and LAR administration, will be considered an integral part of Project cost and will be contributed by ADB and as a counterpart fund by the GoA, in particular MOY. Land compensation and other expenses arose from the land acquisition (taxes, duty fees, and transaction costs) will be covered by the Municipality budget. Compensation for the remaining assets will be covered by the loan, except taxes, duty fees, and transaction costs envisaged by RA legislation. Each LARP will include a budget section indicating (i) unit compensation rates for all affected items and allowances, (ii) methodology followed for the computation of unit compensation rates, and (iii) a cost table for all compensation

expenses including administrative costs and contingencies. Costs for external monitoring tasks and for the preparation of surveys and LARPs can be allocated under the loan.

47. Being the project owner, MOY is responsible for the timely allocation of the funds needed to implement the LARPs. As per the LAR finances flow the budget for compensation and rehabilitation will be directly disbursed by MOY to the AP.

N. LARP IMPLEMENTATION PROCESS

48. Based on experience in Armenia the Preparation and implementation of a LARP may take up to a few months. The basic LAR-related steps for the preparation and implementation of a LARP are summarized on Box 1 below.

BOX1: LAR TASKS PROCESS

Step	Action	Responsibility
A) LARP PREPARATION		
1	Assessment of Project's Poverty and Social Impacts	PPTAC
2	Finalization of preliminary design	DESC/PMIC/MOY/PIU
3	Prepare surveys forms for Census and DMS, train local Census and DMS teams	PPTAC/DESC/PMIC/MOY/PIU
4	Collection of cadastral and land parcel maps of the project area	PPTAC/DESC/PMIC/
5	Verify land records in affected areas, update cadastral maps and carry out impacts and valuation surveys – Detailed Measurement Survey (DMS)	PPTAC/ DESC/PMIC/ PIU
6	Conduct public consultations	PPTAC/ DESC/PMIC/ PIU LARU
7	Negotiations with APs	PPTAC/ DESC/PMIC/ PIU LARU
8	Integrate data from Census into the RP	PPTAC/ DESC/PMIC
9	Submission of LARP for RA Government endorsement and ADB for approval	PMIC/ MOE/MOY/RA Government/ADB
10	Disclosure	PPTAC/ DESC/PMIC/ PIU
B) LARP Finalization (Detailed Design)		
1	Detailed Design	PPTAC/ DESC/PMIC/ PIU
2	Review of impacts and AP lists based on detailed design	PPTAC/ DESC/PMIC/ PIU LARU
3	Review of prices based on the updated rate	PPTAC/ DESC/PMIC/ MOY/ PIU LARU
4	Legalization of legalizable	DESC/PMIC/ MOY/ PIU
5	Preparation of the final LARP	DESC/PMIC/ PIU LARU
6	ADB Approval	ADB
7	Final RP disclosure: Distribution of RP and information pamphlets in Armenia in the affected communities; posting of RP in English on the ADB website	DESC/PMIC/ PIU LARU /ADB
8	Signing of civil contract award	ADB/ MOY/PIU
C) RP IMPLEMENTATION		
1	Approval of Contract awards Signing	ADB
2	Detailed Schedule for compensation action plan	PMIC/ PIU LARU / MOY
3	Distribution of Relocation Notices to APs	MOY/ PIU
4	Award of Cheques for Land Compensation	MOY / PIU
5	Award of Cheques for other Compensation & Assistance/ Rehabilitation	MOY / PIU
6	Demolishing/ Relocation of Affected Structures/Assets	MOY/ Contractor
7	Review of RP Implementation through a compliance report	MOY / PIU LARU /IMA/ADB
8	If RP Implementation found satisfactory, Notice to proceed for Civil works is issued	PMIC/ADB/ MOY

D)	POST-IMPLEMENTATION TASKS	
1	Independent evaluation of LARP	IMA
E)	CYCLICAL/CONTINUOUS TASKS	
1	Internal monitoring. Quarterly reporting to ADB	PMIC/PIU LARU
2	External Monitoring. Semi-annual reporting to ADB	PMIC/IMA
3	Grievances Redress/Law Suites	MOY/ PIU /PMIC /Court
4	Inter-agency coordination and Communication with AP	MOE /MOY/ PIU LARU

ANNEX A OUTLINE OF A STANDARD LARP

1. LAR issues for the scheme

This chapter describes the scheme activities and items requiring LAR; alternative options, if any, considered to minimize land acquisition and its effects; and why remaining effects are unavoidable.

2. Scope of land acquisition and resettlement

This chapter describes the preparation of the impacts (who carried it out and when it was initiated) and provides a full assessment of each type of impact and a census of affected peoples as described in the LARF. The chapter also includes a description of the methodology followed to determine unit-compensation rates for each affected item and subsidy/allowance.

3. Objectives, policy framework, and entitlements

Based on the LARF, this chapter outlines the eligibility and compensation framework for the scheme.

4. Consultation and grievance redress participation

This chapter summarizes procedures for redress of grievances by people affected described in LARF and describes the consultation/participation process and grievance redress that occurred in the subproject at hand.

5. Compensation, relocation, and income restoration

This chapter outlines the income restoration measures to be implemented.

6. Institutional framework

This chapter outlines the institutional arrangements for the scheme based on this LARF. It includes the following issues: responsibilities for main tasks and for planning, negotiating, consulting, approving, coordinating, implementing, financing, monitoring, and evaluating land acquisition and resettlement.

7. Resettlement budget and financing

This chapter provides the unit compensation rate for each affected item and assesses the LAR budget for the scheme. The LAR budget will include land acquisition and eventual land acquisition costs, amounts due for crop compensation and for the subsidies and allowances, monitoring and evaluation costs, and administrative costs and will be adjusted for inflation and applicable taxes.

8. Implementation schedule

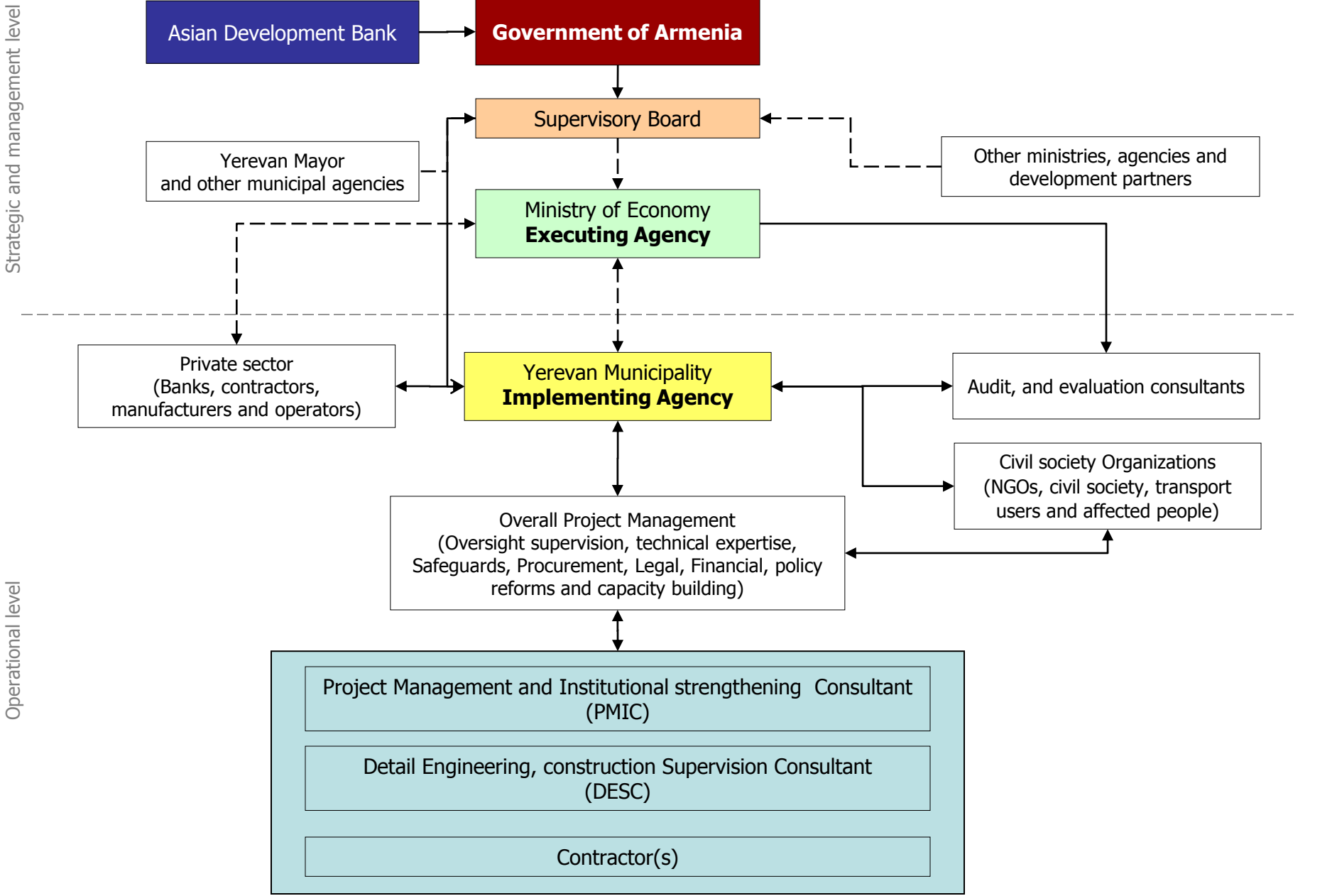
This chapter provides a time schedule showing the LAR process and linking LAR tasks with civil works implementation.

9. Monitoring and evaluation

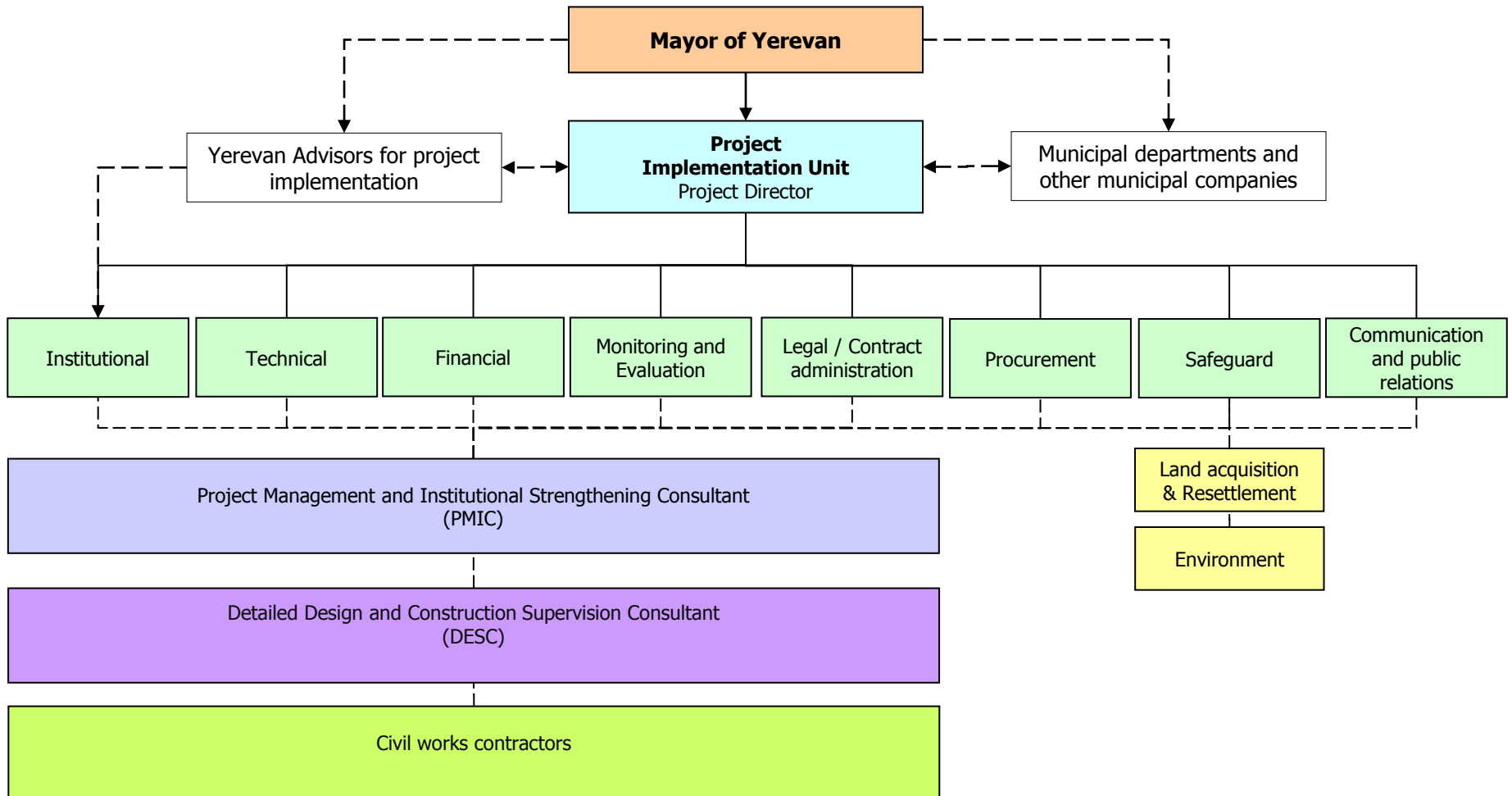
This chapter specifies arrangements for routine and independent monitoring and evaluation activities.

**PIU Organizational chart
and job descriptions**

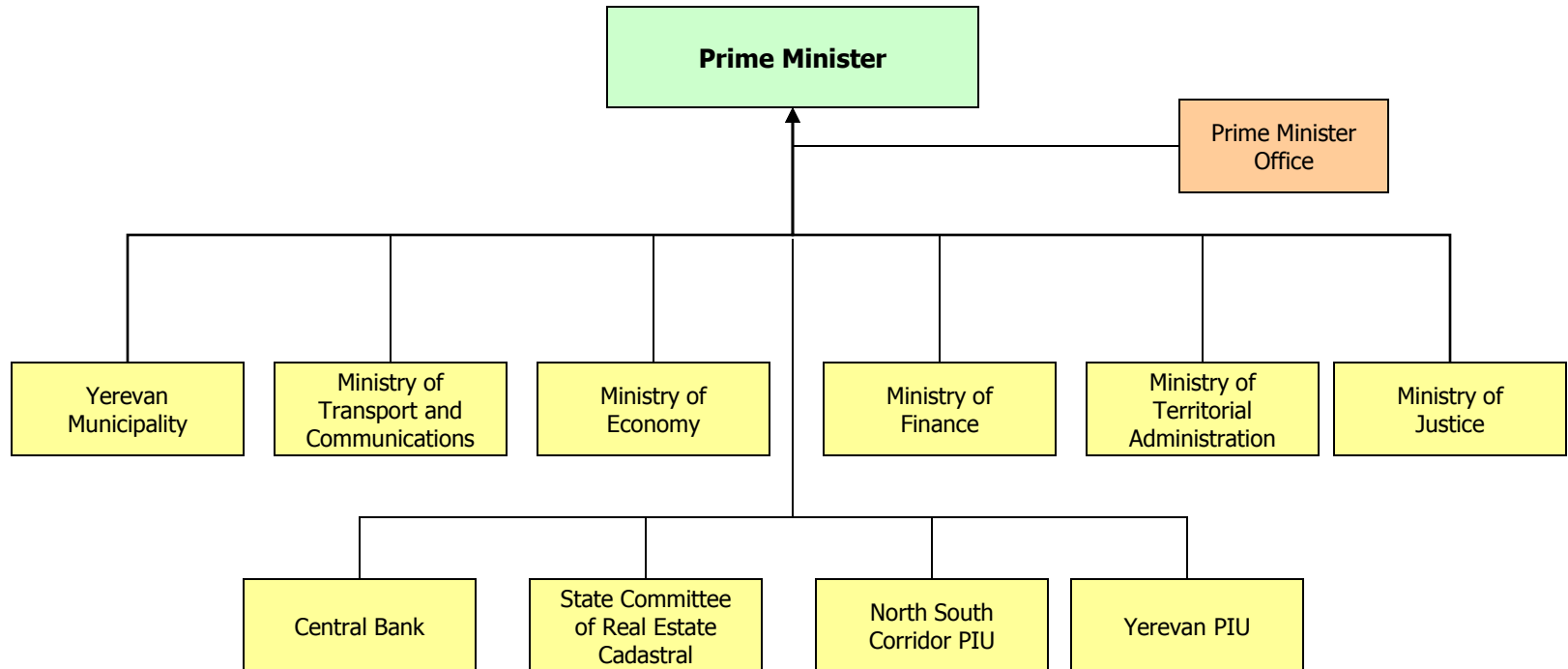
Attachment 5

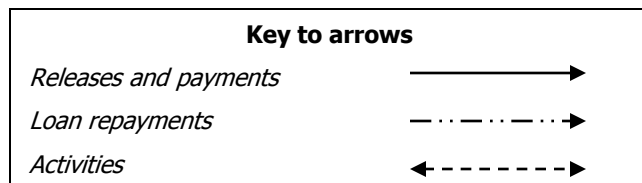
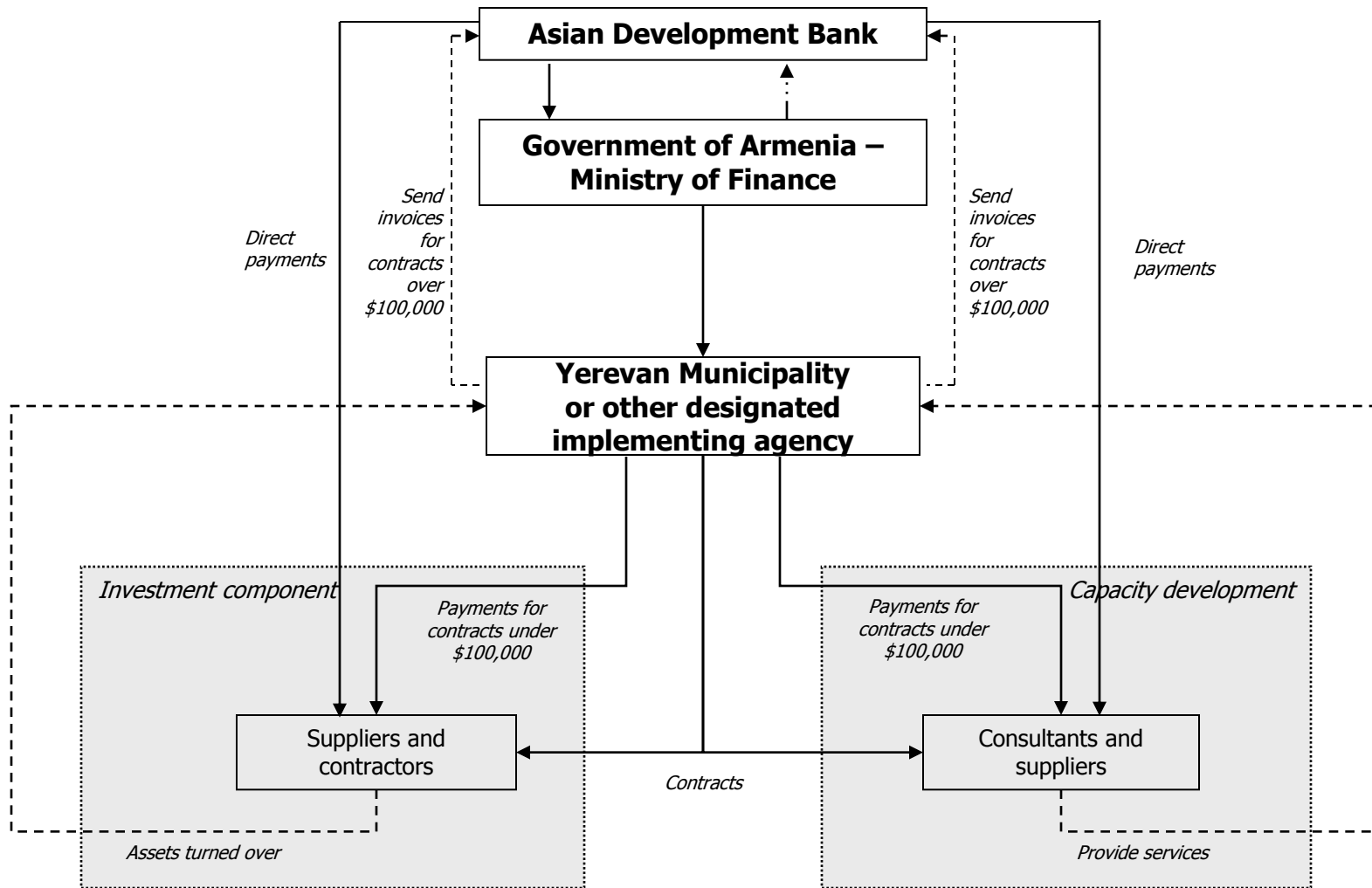


SUSTAINABLE URBAN DEVELOPMENT MFF – PROJECT 1
PROJECT IMPLEMENTATION UNIT (PIU)



ARMENIA SUSTAINABLE URBAN DEVELOPMENT INVESTMENT PROGRAM SUPERVISORY BOARD





JOB DESCRIPTION

Position title:	Project Director
Immediate Supervisor:	Yerevan Development PIU Director/ Mayor Advisor
Second Level Supervisor:	Mayor Government Supervisory Board

Scope of the job: The Project Director implements, supervises and monitors the Tranche 1 of the Sustainable Urban Development Investment Program (SUDIP) as agreed in the project and loan agreements between ADB and Government of Armenia. He oversees all operations to insure timely completion of activities and outputs with efficiency, quality of service, and cost-effectiveness. He provides leadership, manages consultants and his own staff resources. He reports progress and achievements to the Mayor of Yerevan (Implementing Agency, IA) on a monthly basis and to the Government Supervisory Board, chaired by the Prime Minister on a quarterly basis. He serves as liaison between the Municipality, the Supervisory Board and ADB; and will develop and maintain direct relationships with private sector and other government authorities on issues related to the Program and its activities.

A. Responsibilities:

1. PIU Administration and Management

In line with Mayor, Government Supervisory Board and ADB orientations,

- Establish and articulate the PIU vision, goals, business plan, development strategies and key result areas in compliance with the project outputs.
- Create adequate PIU organization, prepare job description, and lead multi-disciplinary teams, and ensure the overall quality of its work.
- Lead the planning, implementation and supervision of work plans as well as monitor the quality of output and the achievement of long term goals and annual objectives for the PIU.
- Provide leadership in professional and operational matters, taking the lead in contributing new or innovative approaches to policy and operational issues.
- Oversee effective day-to-day operations and provide guidance on operational issues and project implementation policies.
- Undertake the performance management of the PIU, including motivation of PIU staff.
- Ensure the efficient and effective operation of PIU through proper management of financial and staff resources.
- Manage the performance of teams and individuals providing clear direction and regular monitoring and feedback on performance.
- Provide coaching and mentoring to team and individuals and ensure their on-going learning and development.
- Inform and provide recommendations to the Mayor and the GSB.

2. Program Management, evaluation and monitoring

With the support of the PMIC,

- Design and develop a Project Management framework for the program with adequate evaluation and monitoring procedures, and using relevant computer-based project standards;
- Conduct day-to-day oversight of activities and budget in coordination with the loan and project agreements;
- Manage project risks, including the development of contingency plans;
- Prepare quarterly and semi-annual project progress and financial reports for IA, the Supervisory Board and ADB, and seek any support and guidance needed for the management, planning and controlling of the Program.
- Identify and propose to GSB and IA eligible projects to be financed under subsequent tranches of the program

- Prepare Periodic Finance requests for subsequent tranches with ADB assistance.

3. Project implementation

With the support of the PMIC and the Detailed Engineering and Construction Supervision Consultant:

- Manage and supervise the PIU staff activities involved in the SUDIP program implementation and ensure other technical staff involvement when necessary;
- Design, prepare, and monitor operational procedures, policies, and standards in line with ADB's procedures and guidelines;
- Oversee project implementation including conducting field visits to ensure timely completion of activities and outputs, high quality of the works, cost-efficiency, and value for money in compliance with international standards and prepared designs;
- Oversee with the municipality duly implementation of the institutional strengthening and capacity building components including legal, financial and regulatory reforms;
- Provide day-to-day coordination and support to the project management and engineering consultants, and the different contractors;
- Review, comment and approve all outputs of the Project Management and Engineering Consultants including due diligence documents for tranche 1 and tranche 2, detailed designs, project progress reports, etc.;
- Ensure accurate program completion and review and timely submit project activity reports and financial statements to GSB, IA and ADB as required in the agreements, to assess progress status in regard to objectives, targets and schedule.

4. Procurement

With the support of the PMIC:

- Develop internal procurement processes, tools, methods and procedures in compliance with ADB's guidelines and the applicable legislation;
- Form and head bid evaluation committee, review and approve recommendation for contract award
- Carry out procurement planning and implementation in compliance with the LA and ADB's procurement guidelines, including preparation and/or review of the bidding documents, evaluation reports and conducting contract negotiations with consultants/contractors;
- Monitor and update the procurement plan and ensure sufficient funding is available;
- Monitor performance of the consultants/contractors and follow-up as necessary
- Deal with contract variation, claims or request as necessary.

5. Social Safeguards and Resettlement

With the support of the PMIC and the DESC:

- Prepare safeguards due diligences in compliance with ADB's Safeguard Policy (LARP, EIA/IEE, EMP, information, consultations, surveys, timely payment of compensations ...)
- Supervise and monitor safeguards documents implementation and check compliance with ADB's Safeguard policy particularly the resettlement plan and income and livelihood restoration program of Aps;
- Conduct safeguards consultation with the APs (environment and resettlement) and disclose all necessary information to public and civil society.

6. Financial management

With the support of the PMIC,

- Design and develop processes and procedures for the program financial management and project finance accounts;
- Monitor, supervise and evaluate operating and financial performances;
- Prepare annual budget for the program and submit to the GSB and IA,
- Prepare and submit withdrawal application to ADB
- Monitor funds allocation and set up monitoring to analyze bank/cash flows and proceed with reallocation if necessary

- Monitor administrative and project expenditures vis-à-vis budget objectives,
- Check compliance with ADB's policy/procedures and establish controls in accordance with standard audit requirements
- Supervise the preparation of internal audit reports and assist external audit process,
- Review and supervise the preparation of all financial reports and statements including the status of work in progress, variance reports and cash flow.

7. Communication and public relations

With the support of the PMIC and in coordination with IA and GSB:

- Set up communication policy and prepare information documentation (public relations, press conference, press release, press pack ...)
- Set up a program website to monitor the implementation of the program, inform on procurement opportunities and disclose information to public
- Promote the program through written articles and attendance at conferences, radio and TV shows and broadcasts;
- Represent the organization at government sessions and state and formal functions;
- Promote program outputs to local, regional, national, and international communities.

B. Knowledge and qualifications:

- MBA or advanced degree in business, economics, finance or related field;
- At least 5 years general managerial experience at a senior level in public or private sectors;
- Extensive knowledge of business practices and procedures;
- Experience in strategic planning and execution, project administration
- Knowledge of computerized information systems used in financial and/or accounting applications; and in financial data analysis.
- Excellent Armenian and English written and oral communication skills;
- Familiarity with the goals and procedures of international organizations, in particular (World Bank, EBRD, IFC, KFW, Millennium Development Corporation or other donors);
- Computer literacy (At least Word, Excel, PowerPoint);

C. Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent presentation and facilitation skills;
- Demonstrated diplomatic and negotiating skills;
- Strongly developed problem-solving and decision making skills;
- Managerial skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

D. Terms and Conditions of Service:

Terms and conditions of employment are governed by Armenian Legislation, Yerevan Municipality policies and procedures and employment contract. Job description is an integral part of the employment contract.

PMIC: Project management and Institutional Strengthening Consultant, DESC: Detailed Engineering and Construction Supervision Consultant, GSB: Government Supervisory Board, EA, Executing Agency, IA: Implementing Agency, PIU: project implementation unit, EIA: Environmental Impact Assessment, IEE: Initial Environment examination, EMP: Environmental Management Plan, LARF: Land Acquisition and resettlement Framework, LARF: Land Acquisition and resettlement Plan

JOB DESCRIPTION

Position title:	Legal/Contract Administration Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The Legal/Contract Administration Specialist will be responsible for providing advice to the Project Director, the PIU staff, the Municipality, the Government Supervisory Board and ADB on all legal issues affecting the SUDIP T1 project, the preparation of subsequent Tranches and the PIU operations. The Legal/Contract Administration Specialist will be responsible for identifying and analyzing legal issues, negotiating and drafting key documents, administering the consultants and civil works contracts, presenting recommendations and assuring legal compliance with Framework Financing Agreement (FFA), Loan and Project Agreements (LA and PA) and other project documents, as well as Armenian Legislation. He/she works with different teams of the PIU, as well as the DESC and PMIC to coordinate and streamline internal processes. He/she prepares reports on Borrower's compliance with loan covenants to the Project Director on a monthly and quarterly basis, consolidates and submits quarterly performance and completion reports to ADB. He/she serves as liaison between the PMIC, the DESC, Municipality, the EA, and ADB and develops and maintains direct relationships with government authorities.

Responsibilities of the Legal/Contract Administration Specialist:

1. Overall management of the SUDIP T1 project and preparation of subsequent Tranches:

- Ensure that all aspect of the project, including but not limited to procurement, resettlement, contracts management comply with the FFA, LA and PA, and other project documents, Armenian legislation and address legal issues as they arise;
- Coordinate and support the Project Director and the PIU staff to prepare, submit and obtain approvals, if needed of ADB, Supervisory Board and other government stakeholders of all the milestone documents/reports/deliverables related to finance, safeguards, procurement, contract administration, project performance, etc.;
- Advise the Supervisory Board, the Project Director and the PiU staff on legal issues;
- Monitor the consultants' and contractors' activities to ensure compliance with ADB policies and Armenian legislation;
- Prepare and advise on all types of contracts to be concluded under the project for the implementation of the project;
- Work with PIU relevant teams, PMIC and DESC to streamline the internal review process so as all cross-cutting aspects of the submitted deliverables/reports are incorporated and reflected in a timely manner and with due quality;
- Coordinate with the PIU staff, the Municipality, the GSB, Government authorities, the consultants and ADB and support preparation of Periodic Financing Requests for subsequent tranches;
- Other relevant tasks and responsibilities as requested by the Project Director.

2. Specific Activities

- **Legal**
 - Participate in negotiations, prepare and advise on all types of contracts to be executed under the project;
 - Cooperate with representatives of the Municipality, Government authorities regarding the Borrower's responsibilities under the FFA, LA and PA;

- Provide overall guidance and leadership to the PMIC and DESC, the Municipality and the GSB on all matters related to the Safeguards issues
- Contribute to the update of the LARF and EARF if required
- Represent the PIU/Municipality before courts and in arbitral proceedings;
- Other responsibilities set forth in legal documents, Armenian legislation and the organizational documents and policies, as each may be amended from time to time;
- Perform other legal duties as requested by the Project Director.

- ***Coordination***

- Coordinate and ensure finalization and adoption by the PIU of project operations manuals (administrative, finance, procurement and safeguard) and make revisions thereof, if needed;
- Work with PIU relevant teams, PMIC and DESC to streamline the internal processes, including review, so as all cross-cutting aspects of the submitted deliverables/reports are incorporated and reflected in a timely manner;
- Coordinate and support the Project Director and the PIU staff to prepare, submit and obtain approvals, if needed of ADB, Supervisory Board and other government stakeholders of all the milestone documents/deliverables related to finance, safeguards, procurement, contract administration, project performance, etc.;
- Consolidate and prepare quarterly performance and completion reports received from PIU relevant teams and ensure timely and quality submission to ADB;
- Prepare the submission documents to the Supervisory Board.

- ***Contracts administration***

- Prepare a schedule of reports/deliverables of consultants and contractors based on the Contracts and monitor actual performance. Identify delays; discuss the reasons and corrective measures with corresponding PIU staff, Contractors and Consultants. Prepare recommendations to the Project Director;
- Monitor quality of deliverables submitted by Contractors and/or Consultants. Identify the reasons for poor quality; discuss the reasons and corrective measures with the PIU relevant staff, Contractors and/or Consultants. Prepare recommendations to the Project Director;
- Check payment invoices, submitted by Contractors and Consultants to assure the availability of all documents, required by contract. In cases of inconsistencies, develop corrective measures in discussion with PIU corresponding staff, Consultants and Contractors. Prepare recommendations to the Project Director;
- If needed in coordination with corresponding PIU staff, prepare variation orders and obtain required approvals.

Knowledge and qualifications:

- Degree in law, or related field;
- At least 5 years experience in implementation of infrastructure projects with similar scale and complexity in public or private sectors;
- Excellent Armenian and English written and oral communication skills;
- Familiarity with policies and procedures of international organizations, in particular (World Bank, EBRD, Millennium Development Corporation or other donors);
- Computer literacy (At least Word, Excel, PowerPoint);

Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent presentation and facilitation skills;

- Demonstrated diplomatic and negotiating skills;
- Strongly developed problem-solving and decision making skills;
- Managerial skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

Terms and Conditions of Service:

Terms and conditions of employment are governed by Armenian Legislation, Yerevan Municipality policies and procedures and employment contract. Job description is an integral part of the employment contract.

PMIC: Project management and Institutional Strengthening Consultant, DESC: Detailed Engineering and Construction Supervision Consultant, GSB: Government Supervisory Board, EA, Executing Agency, IA: Implementing Agency, PIU: project implementation unit, EIA: Environmental Impact Assessment, IEE: Initial Environment examination, EMP: Environmental Management Plan, LARF: Land Acquisition and resettlement Framework, LARF: Land Acquisition and resettlement Plan. FFA: Facility Administration memorandum, LA: Loan Agreement, PA: Project Agreement

JOB DESCRIPTION

Position title:	Procurement Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The Procurement Specialist implements, supervises and monitors the procurement activities of Tranche 1 of the Sustainable Urban Development Investment Program (SUDIP) as agreed in the project and loan agreements between ADB and Government of Armenia. He/She will be responsible for identifying, analyzing providing advice to the Project Director, the Municipality, the Supervisory Board, the EA and ADB on all procurement issues affecting the SUDIP T1 project, on the preparation of subsequent Tranches, Periodic Financial Requests (PFR), and on the PIU operations. He/she oversees all operations to ensure timely completion of procurement processes and procedures. He/she reports progress and achievements to the Project Director on a monthly and quarterly basis. He/she serves as liaison between the PMIC, the DESC, Municipality, the Project Procurement Committee, the Supervisory Board, the EA, and ADB and develops and maintains direct relationships with government authorities on procurement matters.

Responsibilities of the Procurement Specialist:

1. Overall procurement of the SUDIP T1 project and preparation of subsequent Tranches:

- Serve as the focal point for all procurement matters related to the program to ensure that all aspect of the project, including but not limited to procurement, contracts management comply with the ADB guidelines and Armenian legislation;
- With the support of the PMIC develop, adopt and maintain Procurement Operation Manual to establish internal procurement processes, tools, methods and procedures in compliance with ADB procurement guidelines and the applicable legislation;
- Carry out procurement planning and implementation in a correct and transparent way and ensure sufficient funding is available in coordination with the Financial Specialist;
- Coordinate with the PIU staff, the Municipality, Government authorities, the consultants and ADB and prepare procurement plans of Periodic Financing Requests for subsequent tranches;
- Advise Mayor, Supervisory Board, and ADB on procurement strategy and on type of contracts to be concluded under the project
- Review and handle technical, commercial and legal aspects of procurement (in consultation with Legal Specialist as necessary) at all stages of the project cycle;
- Prepare quarterly progress reports for Internal Audit Service on a regular basis;
- Other relevant tasks and responsibilities as requested by the Project Director.

2. Specific Activities

- ***Bidding process***
- In assistance of the PMIC conduct procurements of civil works, financial auditor, short- and long term consultants, goods, supplies and services directly related to the project and PIU operation,
- In coordination with the PMIC, prepare and/or review bidding documents and evaluation reports, administer tender procedures and procurement process, and lead contract negotiations with consultants/contractors and prepare contracts signing;
- Ensure that the procurement notices are posted on the ADB and Municipality webs and widely circulated in business circles;
- Guide bid evaluation and consultants selection committees to ensure that bids/proposals evaluations are done in full compliance with ADB procurement guidelines;

- Obtain ADB's, Supervisory Board's and Government's (if needed) approvals of bidding/consultants selection documents, evaluation reports, negotiated contracts, variations, etc.;
- In coordination with the safeguard team ensure that relevant environmental and resettlement requirements (LARP, IEE and EMP) are met in the bidding documents;
- Negotiate, administer and close consulting, works and goods contracts.

- ***Contract administration***

- Prepare tentative procurement plan for the preparation of the subsequent tranches.
- Work with DESC, PMIC, Project Procurement Committee and other PIU teams to coordinate and streamline internal processes.
- Prepare a schedule of reports/deliverables based on the Contracts and monitor actual performance and quality of deliverables submitted by Contractors and/or Consultants
- Establish and maintain records of all procurements and prepare reports on procurement progress to the Project Director on a monthly and quarterly basis, consolidates and submits quarterly performance and completion reports to ADB.
- Monitor implementation of procurement plan, flag issues and delays, identify nature and reasons, and suggest alternative, solutions and correct measures with Contractors and Consultants to mitigate or solve any issue;
- Review payment invoices submitted by Contractors and Consultants and identify corrective measures in cases of inconsistencies,
- Assess claims and variation request with the Technical Specialist and if needed prepare variation orders and obtain required approvals;
- Assist legal specialist in case of claims or arbitral proceedings;
- Monitor performance of the consultants/suppliers/contractors and take follow-up action as necessary;

- ***Building Procurement expertise***

- Work with PMIC and DESC and Project Procurement Committee to prepare the project Procurement Manual which streamlines the internal review process so as all cross-cutting aspects of the submitted deliverables/reports are incorporated and reflected in a timely manner and with due quality;
- With the PMIC, build and update on regular basis data base of national and international companies (consulting services, engineering, contractors, and manufacturers) possibly interested in some of the packages listed in the procurement plan
- In coordination with the PMIC, analyze market prices and product/services mix checks for competitiveness and update data base of unit prices of the product, goods, and services needed for the projects
- With the PMIC, conduct a market analysis over the last 5 years and assess procurement history in Armenia and for the sector; assess risks, opportunities and prepare recommendations to be presented and updated semi-annually to the Mayor, the Supervisory board and ADB;

Knowledge and qualifications:

- Degree in business, law, economics, engineering or related field;
- At least 5 years experience in procurement policies and procedures implementing infrastructure projects with similar scale and complexity in public or private sectors;
- Excellent Armenian and English written and oral communication skills;
- Familiarity with policies and procedures of international organizations, in particular (World Bank, EBRD, Millennium Development Corporation or other donors);
- Computer literacy (Word, Excel, PowerPoint at least)

Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent presentation and facilitation skills;
- Demonstrated diplomatic and negotiating skills;
- Strongly developed problem-solving and decision making skills;
- Managerial skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

Terms and Conditions of Service:

Terms and conditions of employment are governed by Armenian Legislation, Yerevan Municipality policies and procedures and employment contract. Job description is an integral part of the employment contract.

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JOB DESCRIPTION

Position title:	Technical Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The technical specialist will lead and be accountable for the two road construction projects implemented under Tranche 1 of SUDIP with the support of the Project Management and Institutional Strengthening Consultant (PMIC). He/She will supervise the Detailed Engineering and Construction Supervision Consultant (DESC). He/she will be responsible for technical issues related to the implementation of the projects and the preparation of subsequent tranches. He/she prepares reports on the progress and achievements to the Project Director on a monthly and quarterly basis. He/she serves as liaison between the DESC, the Municipality, the EA (if needed) and ADB; and develops and maintains direct relationships with other government authorities on issues related to activities of the roads projects.

Responsibilities of the Technical Specialist:

1. Overall management of the two roads construction projects under the SUDIP T1 and preparation of subsequent tranches:

- Assist the Project Director in designing and developing project management framework covering the urban infrastructure component with clear outputs and outcomes, activities and timelines, quality assurance and control mechanisms, monitoring procedures, possible risks with risk management plan, etc. and using relevant computer-based project standards;
- Monitor the progress and implementation of the construction of the urban infrastructure components of the management framework and provide monthly, quarterly and completion reports to the Project Director;
- Monitor the DESC/PMIC and contractors' compliance with project assurances as prescribed in the project and loan agreements and other project documents, including compliance with all environmental and social safeguards;
- Troubleshoot any implementation concerns/delays and suggest solutions to the Project Director;
- Ensure preparation of feasibility documents for the subsequent tranches of the SUDIP, if needed;
- Serve liaison between the DESC/PMIC, the Municipality, the EA (if needed), ADB and other government and private bodies (state cadastre, utilities, etc.);
- Carry out other tasks and responsibilities as requested by the Project Director and/or prescribed in the Loan and Project Agreements and other project documents.
- Provide overall guidance and leadership to the PMIC and DESC on matters related to technical issues

2. Specific activities

- Support the DESC in collecting data and conducting studies, public consultations, etc.;
- Review, comment and clear on all design, feasibility and other studies;
- Starting from detailed design up to hand over of the completed urban infrastructure projects manage the construction project implementation plans and budget, monitor and evaluate physical and financial progress; ensure compliance to FIDIC contract terms and conditions;
- Review the DESC's reports as an additional check that all work complies with the engineering design, technical specifications and other contract documents

- Ensure that the Municipal and Government, state expertise feedback and approval on reports are obtained in a timely manner;
- Assist the Procurement Specialist of the PMU in preparation and implementation of the procurement plan;
- Support the Procurement Specialist of the PMU, the DESC and PMIC in preparation of bidding documents for civil works and ensure that the technical aspects of the bidding processes are carried out in appropriate manner;
- Provide overall guidance and leadership to the legal and Contract Management Specialist on technical issues
- Deal with civil works and DESC contract variations, claims and/or requests as necessary and coordinate with other PMU staff;
- Provide monthly and quarterly required data to the Monitoring and Evaluation Specialist for developing and updating the project performance monitoring system and the project website;
- Coordinate with the Safeguard specialist to finalize the final project alignment and assess the land acquisition and resettlement, as well as the environmental impacts;
- Support the Communication and Public Relations Specialist on technical matters of the Project and provide him monthly document, data, and other material to be disclosed on the project website.

Knowledge and qualifications:

- University degree in civil engineering (road engineering) or related field;
- At least 5 years experience of implementation of similar roads construction and other infrastructure development projects in public or private sectors;
- Extensive knowledge of business practices and procedures;
- Experience in strategic planning and execution, project administration;
- Knowledge of computerized information systems;
- Excellent Armenian and English written and oral communication skills;
- Familiarity with the goals and procedures of international organizations, in particular (World Bank, EBRD, IFC, KFW, Millennium Development Corporation or other donors);
- Computer literacy (At least Word, Excel, PowerPoint, Microsoft project or similar);

Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent managerial skills;
- Excellent presentation and facilitation skills;
- Strongly developed problem-solving and decision making skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

Terms and Conditions of Service:

Terms and conditions of employment are governed by Armenian Legislation, Yerevan Municipality policies and procedures and employment contract. Job description is an integral part of the employment contract.

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JOB DESCRIPTION

Position title:	Finance Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The finance specialist will be responsible for the financial management of the PIU and of the Project being implemented under tranche 1. He/She will ensure that procedures are in place and are strictly followed, specifically related to financial flows, payments, financial accounting, financial reporting, annual financial and probity audits, and record keeping. He/she prepares financial reports to the Project Director on a monthly and quarterly basis, assists in preparation of Periodic Financial Requests (PFR) for subsequent tranches, if needed. He/she serves as liaison between the finance team of the Project management and Institutional Strengthening Consultant (PMIC), the Detailed Engineering and Construction Supervision Consultant (DESC), the Municipality, the Government Supervisory Board (GSB), the Ministries of Finance and Economy and ADB; and develops and maintains direct relationships with government authorities.

Responsibilities of the Finance Specialist:

1. Overall financial management of the SUDIP T1 project and preparation of PFRs:

- Carry out financial management and administration of the project funds
- Maintain the imprest account opened for the project
- With the help of the PMIC establish, maintain and administer a project financial management system and a software package to present detailed budget line items and capable of reporting on each budget line for any given period. The system will be supported by finance management manual with clear procedures, timelines, roles and responsibilities, standard forms, etc.
- Provide monthly and quarterly financial reports to the Project Director, quarterly financial reports to the Municipality, GSB and ADB;
- Participate in preparation of Periodic Financial Requests (PFR) for subsequent tranches, if needed;
- Carry out other related tasks and responsibilities as requested by the Project Director and/or prescribed in the Loan and Project Agreements and other project documents.

2. Specific Activities

- Review the annual budget and disbursement projections prepared jointly by the PMIC and the DESC for the project and submit to the GSB, EA/IA, and ADB
- Support the PMIC's consultations with the Municipality, the Ministry of Finance and private IT companies for preparing the project financial management system and a software package and other financial issues;
- Check compliance with ADB Loan Disbursement Handbook and other policy/procedures and establish controls in accordance with standard audit requirements
- Review and supervise all financial reports and statements produced by the PMIC, including the status of work in progress, variance reports and cash flow;
- Ensure accounts payables and receivables are processed accurately, efficiently and in a timely manner, reporting any concerns/discrepancies to the Project Director;
- Ensure the administrative and project expenditures meet budget objectives and approval processes;
- Ensure funds are received when due and allocated accurately by monitoring and analyzing bank/cash flows monthly, including revenues, expenditures, receivables and payables;

- Review the project consultants and contractors invoices, claims and requests for contract variations from financial management perspective;
- Review financial statements and withdrawal applications submitted by the PMIC and prepare for Project Director approval;
- Assist external/internal audit process, review findings and implement changes;

Knowledge and qualifications:

- Degree in accounting, finance, business, law and public administration
- At least 5 years finance management experience in areas of accounting, budgeting, tax administration, cash management or financial management;
- Knowledge of computerized information systems used in financial and/or accounting applications; and in financial data analysis;
- Excellent Armenian and English written and oral communication skills;
- Familiarity with the goals and procedures of international organizations, in particular (World Bank, EBRD, IFC, KFW, Millennium Development Corporation or other donors);
- Computer literacy (At least Word, Excel, PowerPoint);

Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent presentation and facilitation skills;
- Demonstrated diplomatic and negotiating skills;
- Strongly developed problem-solving and decision making skills;
- Managerial skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

Terms and Conditions of Service:

Terms and conditions of employment are governed by Armenian Legislation, Yerevan Municipality policies and procedures and employment contract. Job description is an integral part of the employment contract.

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JOB DESCRIPTION

Position title:	Institutional Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The Institutional Specialist implements, administers and monitors the Institutional Strengthening and Improvement Component of the Tranche 1 of the Sustainable Urban Development Investment Program (SUDIP). He/she oversees project management and institutional strengthening consultants' (PMIC) operations related to institutional strengthening and improvement. He/she prepares reports on the progress and achievements under the component to the Project Director on a monthly and quarterly basis. He/she serves as liaison between the PMIC, the Municipality, the EA (if needed) and ADB; and develops and maintains direct relationships with private sector and other government authorities on issues related to the institutional strengthening and improvement components and its activities.

Responsibilities of the Institutional Specialist:

1. Overall management of the Institutional Component of the SUDIP T1:

- Based on the PMIC ToR and other project documents (Loan and Project Agreements, Design and Monitoring Framework, FAM, etc.) design and develop management framework for the overall institutional strengthening component with clear outputs and outcomes, activities and timelines, quality assurance and control mechanisms, monitoring procedures, possible risks with risk management plan, etc. and using relevant computer-based project standards
- Monitor the implementation of the management framework and provide monthly, quarterly and completion reports to the Project Director, Advisor to Mayor and ADB on the progress and implementation of the management framework
- Troubleshoot any implementation concerns and suggest solutions to the Project Director/Advisor to Mayor and PMIC (if needed)
- Serve liaison between the PMIC, the Municipality, the EA (if needed), ADB, private operators and other project stakeholders;
- Carry out other tasks and responsibilities as requested by the Project Director, Mayor Advisor and/or prescribed in the Loan and Project Agreements and other project documents.

2. Implementation of institutional reforms as prescribed in the PMIC contract/ToR

- Support the PMIC institutional strengthening team in collecting data;
- Facilitate PMIC consultations/workshops with different municipal and government bodies, and private sector operators and the public;
- Provide first review and opinion on various reports and outputs related to the institutional strengthening prepared by the PMIC;
- Facilitate feedback of the Project Director, other competent municipal and government stakeholders and ADB on various transport reforms (legislative, institutional, etc.) suggested by the PMIC;
- Contribute and provide recommendations to the Project Manager and other municipal and government stakeholders on the PMIC recommendations/suggestions;
- Deal with contract variations, claims or requests related to the institutional component, as necessary and coordinate with other PMU staff;

- Ensure timely approvals or comments on the PMIC reports/outputs related to the institutional strengthening component.

Knowledge and qualifications:

- University degree in municipal infrastructure, public affairs, urban transport management or related field;
- At least 5 years experience of implementation of similar institutional strengthening projects in public or private sectors;
- Extensive knowledge of business practices and procedures;
- Experience in strategic planning and execution, project administration;
- Knowledge of computerized information systems;
- Excellent Armenian and English written and oral communication skills;
- Familiarity with the goals and procedures of international organizations, in particular (World Bank, EBRD, IFC, KFW, Millennium Development Corporation or other donors);
- Computer literacy (At least Word, Excel, PowerPoint);

Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent managerial skills;
- Excellent presentation and facilitation skills;
- Strongly developed problem-solving and decision making skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

A. Terms and Conditions of Service:

Terms and conditions of employment are governed by Armenian Legislation, Yerevan Municipality policies and procedures and employment contract. Job description is an integral part of the employment contract.

PMIC: Project management and Institutional Strengthening Consultant, DESC: Detailed Engineering and Construction Supervision Consultant, GSB: Government Supervisory Board, EA, Executing Agency, IA: Implementing Agency, PIU: project implementation unit, EIA: Environmental Impact Assessment, IEE: Initial Environment examination, EMP: Environmental Management Plan, LARF: Land Acquisition and resettlement Framework, LARF: Land Acquisition and resettlement Plan, FAM: Facility Administration Memorandum

JOB DESCRIPTION

Position title:	Procurement Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The Procurement Specialist implements, supervises and monitors the procurement activities of Tranche 1 of the Sustainable Urban Development Investment Program (SUDIP) as agreed in the project and loan agreements between ADB and Government of Armenia. He/she assists in preparation of Periodic Financial Requests (PFR) for subsequent tranches, if needed. Oversees all operations to ensure timely completion of procurement processes and procedures. He/she reports progress and achievements to the Project Director on a monthly and quarterly basis. He/she serves as liaison between the relevant teams of PMIC and DESC, the Municipality, the EA and ADB and develops and maintains direct relationships with government authorities.

Responsibilities of the Procurement Specialist:

1. Overall management of procurement operations under the SUDIP T1 Project and preparation of Periodic Financial Requests (PFR) for subsequent tranches:

- Serve as the focal point for all procurement matters related to the program to ensure the correct and transparent application of ADB procurement guidelines;
- With the support of the PMIC develop, adopt and maintain Procurement Operation Manual to establish internal procurement processes, tools, methods and procedures in compliance with ADB procurement guidelines and the applicable legislation;
- Carry out procurement planning and implementation and ensure sufficient funding is available;
- In assistance of the PMIC conduct procurements of civil works, financial auditor, short-term consultants, goods, supplies and services directly related to the institutional component of the project and PMU operation, etc.;
- Troubleshoot concerns/delays and suggest solutions to the Project Director;
- Assist in preparation of Periodic Financial Requests (PFR) for subsequent tranches, if needed;
- Carry out other related tasks and responsibilities as requested by the Project Director and/or prescribed in the Loan and Project Agreements and other project documents.

1. Specific Activities

- Coordinate with the PMIC and prepare and/or review the bidding/consultants selection documents, evaluation reports, and participate in contract negotiations with consultants/contractors;
- Review and handle the technical, commercial and legal aspects of procurement at all stages of the project cycle;
- Ensure that the procurement notices are posted on the ADB and Municipality webs and widely circulated in business circles;
- Guide bid evaluation and consultants selection committees to ensure that bids/proposals evaluations are done in full compliance with ADB procurement guidelines;
- In coordination with the PMIC evaluate bid responses and compare quotations/bids, analyzing market prices and product/services mix checks for competitiveness;

- Obtain ADB's, Supervisory Board's and Government's (if needed) approvals of bidding/consultants selection documents, evaluation reports, negotiated contracts, variations, etc.;
- In coordination with the safeguard team ensure that relevant environmental requirements are met in the bidding documents;
- Deal with contract variations, claims or requests, as necessary;
- Assist the PMU staff to interpret and apply various legal provisions of the contract documents, in particular with respect to claims from contractors;
- Monitor performance of the consultants/suppliers/contractors and take follow-up action as necessary;
- Establish and maintain records of all procurements.

A. Knowledge and qualifications:

- Degree in business, economics, law, finance or related field;
- At least 5 years procurement experience in public or private sectors;
- Extensive knowledge of business practices and procedures;
- Experience in strategic planning and execution, project administration
- Knowledge of computerized information systems;
- Excellent Armenian and English written and oral communication skills;
- Familiarity with the goals and procedures of international organizations, in particular (World Bank, EBRD, IFC, KFW, Millennium Development Corporation or other donors);
- Computer literacy.

B. Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent presentation and facilitation skills;
- Demonstrated diplomatic and negotiating skills;
- Strongly developed problem-solving and decision making skills;
- Managerial skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

C. Terms and Conditions of Service:

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JOB DESCRIPTION

Position title:	Monitoring and Evaluation (M&E) Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The M&E specialist will be responsible for establishing and maintaining a web based project performance monitoring system (PPMS) for the SUDIP T1. He/she will also develop and monitor quality assurance plan for the project, maintain records, evaluate and report the implementation progress of the SUDIP T1 project. He/She will assist in preparation of Periodic Financial Requests (PFR) for subsequent tranches, if needed. He/she prepares reports to the Project Director on a monthly and quarterly basis. He/she serves as liaison between the M&E team of PMIC, the Municipality, the EA, the National State Statistics Service and ADB and develops and maintains direct relationships with government authorities.

Responsibilities of the M&E Specialist:

1. Overall performance monitoring of the SUDIP T1 project in preparation of Periodic Financial Requests (PFR) for subsequent tranches:
 - Monitor project performance in accordance with the ADB's Project Performance and Monitoring System Handbook.
 - Support the PMIC to develop and maintain web based PPMS and strategy, including data-collection, data-analysis and reporting systems;
 - Assists in preparation of Periodic Financial Requests (PFR), in particular the design monitoring frameworks, for subsequent tranches, if needed.
 - Carry out other related tasks and responsibilities as requested by the Project Director and/or prescribed in the Loan and Project Agreements and other project documents.
2. **Specific Activities**
 - Coordinate baseline data collection for all performance targets, including the design of surveys by the PMIC. Provide early review of the baseline report to ensure quality output. Ensure that statistics and findings are disaggregated by gender;
 - Coordinate the installation of the web-based PPMS with the PMU staff and the Municipality and ADB;
 - Ensure that the PPMS is modified and updated as improved information becomes available (updating indicators, baselines, and targets upon the receipt of information from technical studies or better statistical information on poverty and socio-economic indicators);
 - Coordinate with the PMIC the development and monitoring of quality assurance plan for the project,
 - With the assistance of the PMIC, develop a project website to disclose information on the status of the project implementation with key indicators
 - Review performance targets set in the Design and Monitoring Framework (DMF) as the project progresses on a monthly basis through implementation particularly at the project mid-term and completion stages;
 - Collect data quarterly and monitor key poverty and socioeconomic indicators to measure impacts on beneficiaries through selective household surveys and participatory research methods;
 - Facilitate PMIC's trainings in social research methods and building the YM capacity on performing impact assessments;
 - Verify the quality and quantity of PMIC deliverables related to M&E;
 - Deal with contract variations, claims or requests related to the monitoring and evaluation activity of the PMIC, if needed and coordinate with other PMU staff;

- Facilitate information dissemination with the Government, public and the donor community;
- Participate in the monitoring of the project components through site visits and review of reports;
- Prepare and submit periodic consolidated reports of ongoing monitoring and evaluation activities to the Project Director, Municipality/EA and ADB.

Knowledge and qualifications:

- Degree in economics, law, sociology or related field;
- At least 5 years experience in the area of monitoring and evaluation in public or private sectors;
- Knowledge of computerized information systems
- Excellent Armenian and English written and oral communication skills;
- Familiarity with the goals and procedures, design monitoring frameworks of international organizations, in particular (World Bank, EBRD, IFC, KfW, Millennium Development Corporation or other donors);
- Computer literacy (At least Word, Excel, PowerPoint);

Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent presentation and facilitation skills;
- Demonstrated diplomatic and negotiating skills;
- Strongly developed problem-solving and decision making skills;
- Managerial skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

Terms and Conditions of Service:

Terms and conditions of employment are governed by Armenian Legislation, Yerevan Municipality policies and procedures and employment contract. Job description is an integral part of the employment contract.

PMIC: Project management and Institutional Strengthening Consultant, DESC: Detailed Engineering and Construction Supervision Consultant, GSB: Government Supervisory Board, EA, Executing Agency, IA: Implementing Agency, PIU: project implementation unit, EIA: Environmental Impact Assessment, IEE: Initial Environment examination, EMP: Environmental Management Plan, LARF: Land Acquisition and resettlement Framework, LARF: Land Acquisition and resettlement Plan. PPMS: project performance monitoring system

JOB DESCRIPTION

Position title:	Public relations and communication Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The Communication and Public Relations Specialist is responsible for establishing and implementing a public communications and relations strategy for the Tranche 1 of the Sustainable Urban Development Investment Program (SUDIP) and subsequent tranches, if needed. He/she promotes the program and Tranche 1 Project to the local, regional, national and international communities. He/she reports progress and achievements to the Project Director on a monthly and quarterly basis. He/she serves as liaison between the PR team of the PMIC, the DESC, the Municipality, the GSB, the EA, ADB, the media and the public. He/She develops and maintains direct relationships with other government authorities on issues related to activities of the roads projects.

Responsibilities of the Communication and Public Relations Specialist:

1. Overall management of the two roads construction projects under the SUDIP T1 and preparation of subsequent tranches:

- In coordination with the PMIC and PIU staff, develop and implement the project's strategic public relations and communication programs including media relations, community relations, and external communication.
- In coordination with the PMIC and PMU staff prepare, adopt and maintain a Community Awareness and Participation Plan (CAPP) which includes the framework of communication activities, targets, schedules, communication channels, etc.
- Promote the program/project through written articles and attendance to conferences, radio and TV shows and broadcasts;
- Promote program/project outputs to local, regional, national, and international communities;
- Manage media relations, organize public awareness campaigns and coordinate public consultation programs for environmental, resettlement, marketing or other purposes

;

2. Specific activities

Project Communication

- Define a media strategy with communication plan for the project with key messages for each target group based on interests, opinions and participations in the projects.
- Develop communications materials and other tools to present and promote benefits of the project.
- Develop and update on weekly or monthly basis, documents, reports, planned activities, announcements, procurement notices, and project safeguard reports such as IEE and LARPs, and project progress
- Prepare communication materials such as leaflet, brochure on the characteristics of the projects, video on the project, and monthly newsletter on project implementation activities;
- Prepare press and news release, fact sheets and magazine articles, to be issued on electronic media/radio and television.
- Organize public relations, media campaigns and communications events to promote the reform and attract new passengers to the public transport system.

Community Awareness and Participation Plan (CAPP)

- Mobilize the affected communities and people, especially the poor, women and vulnerable population as project participants;

- Organize public consultations and outreach related to safeguards (resettlement and environment), technical designs, institutional reforms, etc.;
- In coordination with the PMIC/DESC and PIU staff ensure that timely and comprehensive responses are provided to the public in a timely manner;
- Design a participation process to present engineering designs, construction schedule and service plans to the public, civil society and NGO and obtain their feedback.
- Develop and disclose a user friendly grievance redress mechanism for the project and separately for the safeguard component;
- Ensure that a communication channel through web or other means is established for the public and the civil society to provide feedback, queries, complaints, suggestions, etc.;
- Find ways to promote the institutional changes of the public transport system;
- Prepare the Community awareness, public consultation as well as garnering support and mitigating grievances during this period.
- The Community Awareness and Participation Plan (CAPP) provide a framework to help make public fully aware of the intent, design, schedule, impacts, employment opportunities, and overall benefits of the project,

Public relations

- Identify key stakeholders, prepare mapping and stakeholder's analysis
- Establish the project contact network including all stakeholders: ministries, national and local government agencies, municipal and local governments, business groups and associations, political groups, traditional and electronic media, local, international and specialized media, advocacy groups, non government organizations (NGOs), utility companies, local communities, groups representing existing bus owners, operators and drivers, current public transport users, owners and operators of businesses fronting the proposed alignment.
- Animate and maintain constant relationships with decision makers, stakeholders and media;
- Organize contests for logo, bus shelter, station design, etc
- Organize partnerships between Armenian Engineering, Architecture and Design Institutes, or between Computer Science University or Colleges
- Organize key project implementation milestones and Project Design Completion Event.
- Organize Archeological exhibition or events around Karmir Blur
- Organize and monitor media coverage (press conference/ press briefings, media briefings, one on one interviews, advertorials, feature stories, television reports, hands-on media relations support, etc)
- Arrange speaking engagements, and plan and present news conferences, meetings and conventions and fundraising initiatives.

Knowledge and qualifications:

- University degree in public relations, communications, marketing or related field;
- At least 5 years experience organizing communication campaigns in public or private sectors;
- Extensive knowledge of business practices and procedures;
- Experience in strategic planning and execution, project administration;
- Knowledge of computerized information systems;
- Excellent Armenian and English written and oral communication skills;
- Familiarity with the goals and procedures of international organizations, in particular (World Bank, EBRD, IFC, KFW, Millennium Development Corporation or other donors);
- Computer literacy (Word, Excel, PowerPoint, Microsoft project or similar)

Professional Competencies:

- Results-oriented;
- Excellent analytical skills;

- Excellent managerial skills;
- Excellent presentation and facilitation skills;
- Strongly developed problem-solving and decision making skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

Terms and Conditions of Service:

Terms and conditions of employment are governed by Armenian Legislation, Yerevan Municipality policies and procedures and employment contract. Job description is an integral part of the employment contract.

JOB DESCRIPTION

Position title:	Safeguard Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The Safeguard specialist will be responsible for monitoring and ensuring compliance with all social, resettlement and environmental requirements of ADB as prescribed in the Loan and Project Agreements and Safeguards Policy Statement (2009) and follow the rules and procedures of Armenia. He/She will be responsible for reviewing and updating the Land Acquisition and Resettlement Framework (LARF) approved in 2010 and Environment Assessment and Review Frameworks (EARF) approved in 2010. He/She will monitor the implementation of the Land Acquisition and Resettlement Plan (LARP) and the Environment management Plan as described in the Initial Environmental Examination (IEE) and/or Environment Impact Assessment. He/she will prepare reports to the Project Director on a monthly and quarterly basis. He/she serves as liaison between the safeguard team of PMIC, the DESC, the Municipality, the Government Supervisory Board (GSB) EA, the State Cadastre, Ministry of Nature Protection and ADB and develops and maintains direct relationships with government authorities.

Responsibilities of the Safeguard Specialist:

1. Overall management of safeguard component of the SUDIP T1 project and preparation of subsequent tranches:

- Monitor the DESC and PMIC activities to ensure project performance in accordance with the ADB's Safeguard Policy Statement 2009 and relevant Armenian laws and regulations covering both environment, including archaeology, and land acquisition and resettlement. Facilitate and coordinate the PMIC safeguard team activities;
- Ensure establishment and implementation of a centralized resettlement/social management system in the PMU for dealing with resettlement and other related topics such as gender aspects;
- Ensure timely preparation of the implementation-ready LARP and implementation thereof;
- Ensure preparation of safeguard documents for the subsequent tranches of the SUDIP, if needed;
- Other relevant tasks and responsibilities as requested by the Project Director.
- Provide overall guidance and leadership to the PMIC and DESC, the Municipality and the GSB on all matters related to the Safeguards issues

2. Specific Activities

○ Resettlement

- Serve as the main interlocutor on resettlement issues between the PMIC, the DESC, the GSB, the Municipality, and the APs
- Prepare and update, if needed a schedule action plan for LARP preparation and implementation and legalization, if needed;
- Facilitate the DESC and PMIC in conducting additional surveys (detailed measurement survey, valuation, census of all affected people and households, etc.);
- Coordinate with consultants to verify the survey data with government bodies;
- Organize with the DESC and PMIC public consultations in compliance with the SPS 2009
- Support and consult the APs to legalize their properties/lands, when applicable;

- Coordinate with government bodies to identify all vulnerable and severely affected AP/AF;
- Disaggregate APs by gender and ethnic group;
- Ensure that a socio-economic census of the affected population is carried out by consultants;
- Facilitate public consultations of carried of by consultants, review information materials n resettlement to be prepared in Armenian and in English, coordinate with other PMU and Municipality staff to ensure disclosure of these materials;
- Coordinate with the PMU finance specialist and the Municipality to ensure that the compensation funds are timely allocated;
- Assist the Procurement Specialist to ensure that the bidding documents for the Program fully incorporate environmental and social mitigation measures and the adequate EMP;
- Monitor and coordinate full implementation of the implementation-ready LARP;
- Establish a complaint and grievances mechanism fitting the LARF and acceptable to ADB and Government;
- Handle the complaints received from AP and ensure that corrective measure are taken, if the complaints are justified;
- Prepare a consolidated complaint log to record all complaints with names, dates, corrective actions, if needed, replies, the AP's feedback, etc.;
- Review the consultant's deliverables (including the revised LARF, surveys databases, LARP and livelihood restoration program, etc.) to ensure quality and facilitate Municipality/Government and ADB approval processes;
- Provide monthly and quarterly reporting to the Project Director and semi-annual safeguards compliance reports to ADB.

○ **Environment**

- Serve as the main interlocutor on environmental issues between between the PMIC, the DESC, the GSB, the Municipality, and the APs
- Organize with the DESC and PMIC public consultations in compliance with the SPS 2009
- Review the consultant's deliverables (including the revised EARF, archaeological surveys, IEEs, EMPs, etc.) to ensure quality and facilitate Municipality/Government (including conclusion from Environmental Expertise SNCO under the RA Ministry of Nature Protection, agreement on route with the RA Ministry of Culture, etc.) and ADB approval processes;
- Assist as needed in the implementation of the site specific EMP;
- Facilitate PMIC trainings for the Municipality environment team on policies, procedures, and best practices related to environmental management;
- Review comments and complaints from parties affected by the Project on environmental issues and recommend actions to resolve problems;
- Review the reports on the implementation of the Projects to ensure that all works are carried out in full compliance with the environmental management plans;
- Review the consultants' and contractors' recommendation for final reception works and for the corresponding closing of a contract to ensure that all works are carried out in full compliance with the environmental management plans
- Provide monthly and quarterly reporting to the Project Director and semi-annual safeguards compliance reports to ADB

○ **Gender Development**

- Support and monitor the PMIC to update and implement the community and gender action plan over the Project 1 period.

Knowledge and qualifications:

- Degree in social science discipline and/or environment, or related field;
- At least 5 years experience in the area of environment management and/or resettlement in public or private sectors;
- Excellent Armenian and English written and oral communication skills;
- Familiarity safeguards (environment and resettlement) standards of international organizations, in particular (World Bank, EBRD, Millennium Development Corporation or other donors);
- Computer literacy (At least Word, Excel, PowerPoint);

Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent presentation and facilitation skills;
- Demonstrated diplomatic and negotiating skills;
- Strongly developed problem-solving and decision making skills;
- Managerial skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

Terms and Conditions of Service:

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PMIC: Project management and Institutional Strengthening Consultant, DESC: Detailed Engineering and Construction Supervision Consultant, GSB: Government Supervisory Board, EA, Executing Agency, IA: Implementing Agency, PIU: project implementation unit, EIA: Environmental Impact Assessment, IEE: Initial Environment examination, EMP: Environmental Management Plan, LARF: Land Acquisition and resettlement Framework, LARF: Land Acquisition and resettlement Plan. AP: Affected persons

JOB DESCRIPTION

Position title:	Communication and Public Relations Specialist
Immediate Supervisor:	Project Director
Second Level Supervisor:	Mayor Advisor

Scope of the job: The Communication and Public Relations Specialist is responsible for establishing and implementing a public communications and relations strategy for the Tranche 1 of the Sustainable Urban Development Investment Program (SUDIP) and subsequent tranches, if needed. He/she promotes the program and Tranche 1 Project to the local, regional, national and international communities. He/she reports progress and achievements to the Project Director on a monthly and quarterly basis. He/she serves as liaison between the PR team of the PMIC, the Municipality, the EA and ADB, the media and the public.

Responsibilities of the Communication and Public Relations Specialist:

1. Overall management of Communication and Public Relations operations under the SUDIP T1 Project:

- In coordination with the PMIC and PMU staff prepare a public communications and relations strategy
- In coordination with the PMIC and PMU staff prepare, adopt and maintain a Community Awareness and Participation Plan (CAPP) which includes the framework of communication activities, targets, schedules, communication channels, etc.
- Ensure the development and proper maintenance of the project website;
- Promote the program/project through written articles and attendance at conferences, radio and TV shows and broadcasts;
- Promote program/project outputs to local, regional, national, and international communities;
- Carry out other tasks and responsibilities as requested by the Project Director and/or prescribed in the Loan and Project Agreements and other project documents.

2. Specific Activities

- Disclose all the project related information, documents, reports, planned activities, announcements, procurement notices, etc Organize public consultations and outreach related to safeguards (resettlement and environment), technical designs, institutional reforms, etc.;
- Mobilize the affected communities and people, especially the poor, women and vulnerable population as project participants;
- Ensure developing and disclosing a user friendly grievance redress mechanism for the project and separately for the safeguard component;
- Ensure that a communication channel through web or other means is established for the public and the civil society to provide feedback, queries, complaints, suggestions, etc.;
- In coordination with the PMIC/DESC and PMU staff ensure that timely and comprehensive responses are provided to the public in a timely manner;
- Find ways to promote the institutional changes of the public transport system;
- Outreach to community groups to explain local disturbances connected with the construction;
- Outreach to Contractors and Laborers to provide awareness and training in basic health and safety, social and environmental risks and benefits of the Project.

A. Knowledge and qualifications:

- Degree in marketing and communication, social discipline, business, or related field;
- At least 5 years experience in public communication in public or private sectors;
- Experience in strategic planning and execution,
- Knowledge of computerized information systems;
- Excellent Armenian and English written and oral communication skills;
- Familiarity with the goals and procedures of international organizations, in particular (World Bank, EBRD, IFC, KFW, Millennium Development Corporation or other donors);
- Computer literacy.

B. Professional Competencies:

- Results-oriented;
- Excellent analytical skills;
- Excellent presentation and facilitation skills;
- Demonstrated diplomatic and negotiating skills;
- Strongly developed problem-solving and decision making skills;
- Planning and Organization skills;
- Cooperation/Teamwork;
- Report writing skills.

C. Terms and Conditions of Service:

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