

## APPENDIX - 9 Integrated Project Management Services

### TERMS OF REFERENCE FOR INTEGRATED PROJECT MANAGEMENT SERVICES

#### 1. BACKGROUND & JUSTIFICATION

Integrated regional development projects and programs are, in principle, implemented and maintained by local governments. For the effective implementation and maintenance, local governments need to possess sufficient authority to plan and manage the relevant projects and programs and they need to have enough institutional capability and capacity and discretionary funds. In reality, however, the provincial governments of the target area lack the institutional capability, due to a lack of experienced and qualified human resources with ample experience in the implementation of integrated, large and complex projects and programs.

In light of both, the necessity for a decentralized implementation machinery and the prevailing situation in provincial governments, a new implementation organization tentatively named the "Central Region Development Committee (CRDC)" shall be established as a semi-autonomous implementation agency (possibly under the guidance of the PMO's office) on a regional basis to collectively and centrally control and manage the implementation of those projects and programs, which will be technically and financially assisted by international agencies.

The CRDC will have a project/program management unit (PMU) comprising responsible representatives from provincial governments, qualified staff from the private sector and professional project management consultants (PMC), the services of which will be procured under this Terms of Reference (TOR).

The tentative list of the projects and programs that require the PMC services (hereinafter collectively called "the Project") are as follows:

- (1) New Hue-Da Nang Inter-city Highway Project
- (2) Secondary Roads Improvement Programme
- (3) Dung Quat Industrial Development Project
- (4) Tourism Infrastructure Improvement and Tourism Promotion Zone Development Project
- (5) Highland Industrial Crops and Reforestation Promotion Programme, and
- (6) Integrated Rural Community Development Programme.

#### 2. PMC FUNCTIONS

PMC shall have the following principal functions :

- (a) PMC shall assist CRDC in managing, monitoring and supervising the timely and proper implementation of the Project, typically comprising, but not be restricted to, the procurement of detailed design and engineering consultants and construction supervision consultants (hereafter collectively called "the Project Consultants").
- (b) Under the supervision, guidance and delegation of CRDC, PMC shall have the authority for overall management of the Project with a view to ensure its implementation in terms of required quality, budget, progress and timeliness.
- (c) PMC shall assist CRDC in institution and capacity building, inter alia, through on-the-job training and appropriate technology transfer measures.

### **3. SCOPE OF WORK**

- (a) PMC shall assist CRDC in the procurement of Project Consultants in line with an established work and implementation schedule.
- (b) PMC shall, on behalf of and under the authority of CRDC, participate in the important events of the Project during its course of implementation, such as site hand-over to contractors, important tests and inspections, provisional and final acceptance of work and so forth.
- (c) PMC shall coordinate with the Project Consultants in dealing with substantial design changes that may become necessary in the course of construction, and if their necessities are verified, PMC shall take necessary procedures for obtaining approval by the Project Director and/or the Board as well as the financing institutions, if necessary.
- (d) PMC shall coordinate with the Project Consultants in dealing with any claims by contractors or suppliers for additional payment and/or time.
- (e) PMC shall verify, on behalf of CRDC, the payment requests submitted by Project Consultants, construction suppliers and so on for acceptance by CRDC to issue certifications for payment.
- (f) PMC shall undertake any other assignment relevant in the above context, if and when requested by CRDC.
- (g) Notwithstanding the Project, PMC shall manage such projects and programs as may be requested by the Project Director under the condition that PMC shall be eligible to be compensated provided that such requests should not be reasonably covered by its contractual capacity.
- (h) PMC shall, in its professional capacity, reasonably predict such matters, which may require the attention and decision of the Project Director and/or the Board.

### **4. REPORTING**

The following general reporting procedures shall apply :

- (a) PMC shall prepare and submit to the Project Director a monthly progress report and a quarterly report, which shall typically include the work records made over the reporting period as well as the important matters that may arise in subsequent Project implementation.
- (b) PMC shall also prepare and submit to the Board through the Project Director an annual report, which shall typically include a summary of technical aspects and financial disbursements made during the reporting period as well as a reasonably accurate disbursement schedule over the coming year to support the budgeting purpose of CRDC.
- (c) Upon request of the Board and/or the Project Director, PMC shall prepare special study reports and/or collect the pertinent information on the issues requested by the Project Director and/or the Board, which will serve as a basis for their decision making process.

### **5. IMPLEMENTATION ARRANGEMENT**

In order to ensure appropriate technology transfer not only to CRDC, but also the local consulting industry, PMC shall form a joint venture with qualified foreign and local consultants. The foreign consultants shall make provisions to transfer their "know how" to

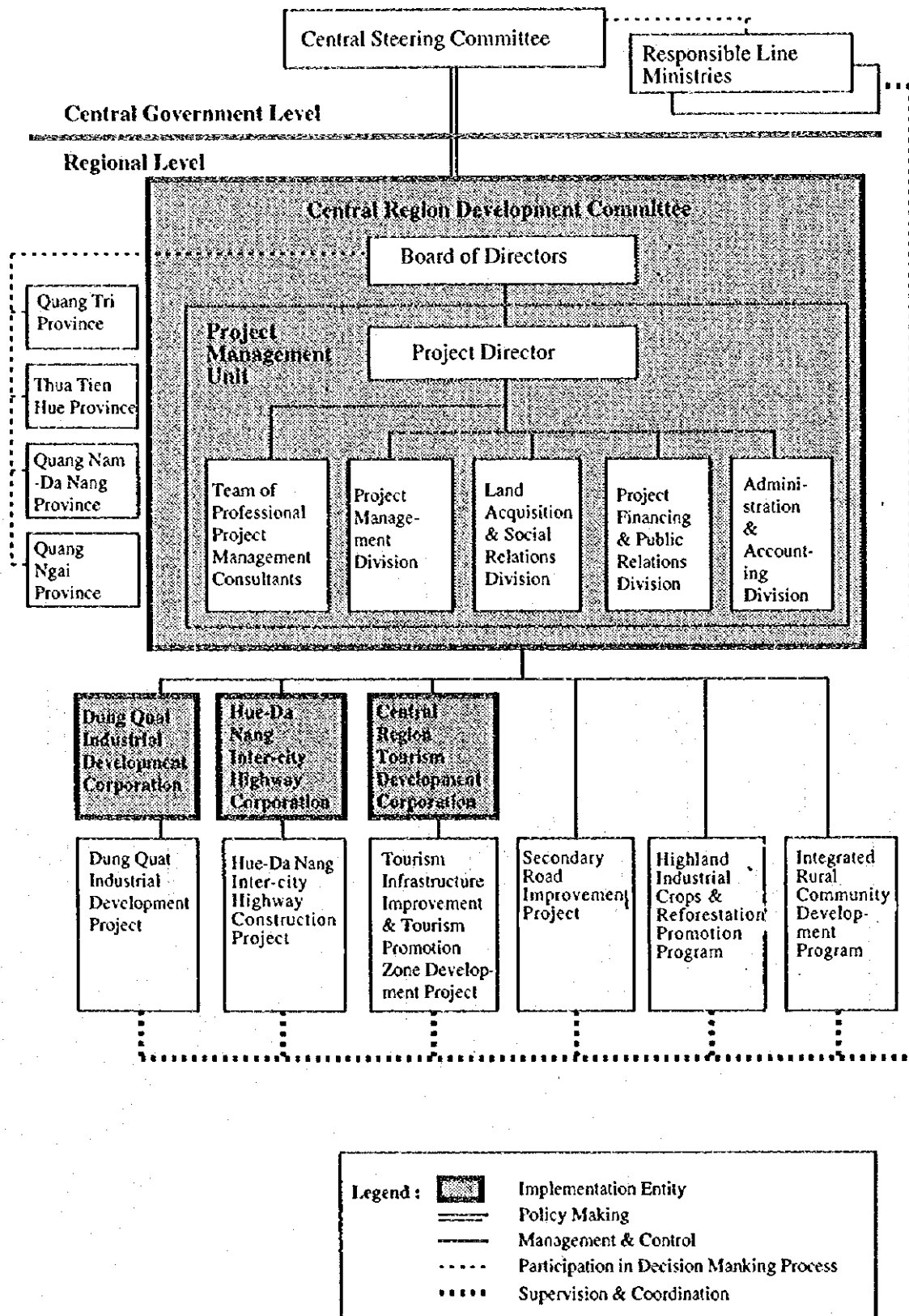
local consultants and they shall gradually phase out their involvement at an appropriate time by handing over the management roles to the local consultants.

#### 6. TENTATIVE IMPLEMENTATION SCHEDULE AND MANPOWER INPUT

- (a) The period required for the PMC services is tentatively determined at eight (8) years, probably starting from early 1998 up to the end of 2005.
- (b) The staff assignment for the PMC services is tentatively determined as follows:

ASSIGNMENT/TASK	( Unit : man-months)		
	EXPATRIATE	LOCAL	TOTAL
1. PROJECT DIRECTOR	48	0	48
2. TASK MANAGER HDH	48	150	198
3. TASK MANAGER SRI	48	120	168
4. TASK MANAGER TII & TPZ	48	200	248
5. TASK MANAGER DQI	72	350	422
6. TASK MANAGER HIC	48	100	148
7. TASK MANAGER RDC	48	80	128
8. CONSULTING POOL	150	200	350
<b>TOTAL MAN-MONTHS</b>	<b>510</b>	<b>1,200</b>	<b>1,710</b>

**IMPLEMENTATION ORGANIZATION  
FOR PROJECTS / PROGRAMMES IN THE CENTRAL REGION**









JICA