

**Procurement Support Service
For
Japanese ODA Loan Projects
(Southeast Asian Countries)**

**Annual Report
FY2012**

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March 2013

JAPAN INTERNATIONAL COOPERATION AGENCY

OPMAC Corporation

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1. Inception Reports
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DOCUMENTS HANDED OUT TO THE EAs (Not included)

1. Handbook for Procurement under Japanese ODA Loans, March 2009/April 2012
2. Sample Request for Proposals under Japanese ODA Loans, September 2009
3. Standard Request for Proposals under Japanese ODA Loans, October 2012
4. Guide for Evaluation Procedures for Employment of Consultants under Japanese ODA Loans, December 2009

ABBRIATIONS

CRAM	-	Consultant Recruitment Activity Monitoring
EA	-	Executing Agency
EOI	-	Expression of Interest
FY	-	Japanese Fiscal Year
JICA	-	Japan International Cooperation Agency
L/A	-	Loan Agreement
M/D	-	Minutes of Discussions between the Borrower and JICA Mission
ODA	-	Official Development Assistance
PMO	-	Public Management Office
PSR	-	Project Status Report
QBS	-	Quality-based Selection
QCBS	-	Quality- and Cost-based Selection
RFP	-	Request for Proposals
STEP	-	Special Terms for Economic Partnership
TOR	-	Terms of Reference for Consulting Services

1. INTRODUCTION

1. Japan International Cooperation Agency (JICA) is the sole agency of the Government of Japan that provides official development assistance (ODA) to developing countries. In 2011, JICA's assistance was extended to a total of 152 countries all over the world with approximately 1,583 billion Japanese Yen (JPY) provided either through grant or lending scheme. Of the total, JPY949 billion belonged to the lending portion, while the remaining belonged to grant or other contributions. The lending achieved in 2011 to the countries in the Southeast Asia region including Philippines, Malaysia, Indonesia, Thailand, Vietnam, Cambodia, Timor-Leste and Laos amounted to about JPY366 billion or 38.5% of the total lending amount. JICA will continue to provide the same level of ODA for years to come.

2. It is JICA's utmost concern that many projects financed from the Japanese ODA loans for various countries have suffered delays or failure of completion of projects by the time originally scheduled. While there are a number of reasons that have been attributed to delays in implementation of projects, the front-end delays, in particular, the employment of project consultants is the common problem among others. JICA has, therefore, decided to provide procurement assistance to projects for which the estimated cost of consulting services is not less than JPY500 million equivalent or consulting services for projects with special terms for economic partnership (STEP).

3. Accordingly, OPMAC Corporation has been engaged by JICA to provide procurement support to project executing agencies (EAs) in eight (8) countries of the Southeast and Pacific regions including Indonesia, Philippines, Thailand, Vietnam, Cambodia, Timor-Leste, Malaysia and Myanmar. A contract between JICA and OPMAC was signed on 28 June 2011. The contract period is from 28 June 2011 to 31 March 2014. The contract requires OPMAC to dispatch procurement specialists (the Specialists) over a period of three years whenever and wherever required by JICA. Namely, the Specialist should be dispatched to such executing EAs who will implement a project with an estimated cost of consulting services not less than JPY500 million and/or need procurement support, in particular, for the employment of consultants. OPMAC has organized a team of experts consisting of six experienced senior personnel¹ including Mr. Tadayuki Kanazawa as Team Leader/Procurement Specialist.

4. The contract requires OPMAC to prepare various reports including annual reports for each FY. Accordingly, this annual report No. 2 is prepared to describe the consultant's activities and outputs undertaken during FY2012, covering the period from April 2012 to March 2013.

¹ Including Tadayuki Kanazawa as Team Leader, Hiroshi Suzuki, Yuji Morimoto, Hiroshi Oita, Eiji Maeda and Toshio Fujinuma as Procurement Specialists.

2. THE ASSIGNMENTS

A. The Objectives

5. The objectives of the assignment to the Procurement Specialist are primarily to develop the capacity of EAs for the employment of consultants for the projects that will be financed or scheduled for financing by JICA, and include specifically the following:

- i) Advise EAs on the employment of consultants that shall be undertaken in accordance with conditions of a loan agreement (L/A) and the Guidelines for the Employment of Consultants;
- ii) Advise EAs to ensure that (a) terms of reference (TOR), request for proposal (RFP) and shortlisting are prepared in accordance with the Guidelines and (b) the selection of consultants are made in a fair, transparent and indiscriminative manner;
- iii) Advise on particular eligibility conditions applied for STEP loan and how RFP should be prepared;
- iv) Provide guidance and instructions on preparation of proposal evaluation criteria, sequence of proposal evaluation and ranking, preparation of proposal evaluation reports, etc.
- v) Provide continued advice and assistance to EAs, including responses and clarifications to their questionnaire and inquiries by email, etc. until the contract expires;
- vi) Conduct training seminars on procurement to EA staff as well as JICA country office staff, if required;
- vii) Advise EAs on strictly observing corrupt and fraudulent practice required in the Guidelines and report to JICA without delay, if any irregularity or misconduct is found through the services; and
- vii) Prepare and submit the following reports to JICA, (a) inception reports for each mission; (b) field operation reports at the end of each mission; and (c) annual reports at the end of every fiscal year.

B. Terms of Reference

6. The detailed scope of services required under the contract is stated in Terms of Reference. It includes the following:

- (i) Works at home office before the mission. The works will include reviewing all documents and information that will be provided to the Procurement Specialist and prepare an inception report and other relevant materials such as training materials, draft RFP, TOR, etc.
- (ii) Field works. The works will include the conduct of a workshop, provision of guidance on procurement and relevant documents, and assistance in preparation of the selection documents for submission to JICA.
- (iii) Works after the mission. The works will include preparation of a field operation report, follow-up of pending issues for clarification, etc.
- (v) Preparation of annual reports. The report will be prepared at the end of every FY.

The contract requires the Procurement Specialist to carry out all the required services for a period of three years from June 2011 to March 2014. The duration of services per project per mission was estimated at 14 days in total, consisting of 3 days for the works before the mission,

7 days including 2 travel days for field works and 4 days for works after the mission. The duration of services is considered flexible. Namely it could be shortened or extended depending on project as the case may be. Details of TOR are shown in the Annual Report for FY2011.

3. THE APPROACH

7 Before visiting the borrower's country, the Procurement Specialist reviewed all project-related documents including project appraisal reports (minutes of discussions, project status report and other appendixes), loan agreements and outlined TOR for consulting services provided by JICA to grasp project background and the status of project implementation and the employment of consultants.

8. In addition to the project-related documents, the Procurement Specialist was provided instructions by JICA on the subjects of assistance with priority that shall be provided by the Procurement Specialist during his field operation as follows:

Priority	Subject
	A. Guidelines for Employment of Consultant
	B. How to prepare Request for Proposals
	C. How to create Terms of Reference
Middle	D. How to set up evaluation criteria
High	E. Proposal evaluation procedure*
High	F. How to manage the negotiation with a consultant*
Middle	G. Conditions of contract
Middle	H. Anti-corruption method
	I. Others ()

*In principle, those issues will be handled at the 2nd field service.

Taking into account these instructions, the Procurement Specialist prepared an inception report, describing proposed assistance to the EA, scheduled activities and others, and submitted it to JICA and the EA after receiving JICA's review and concurrence.

9. In addition to the inception report, the Procurement Specialist prepared various documents and materials that were needed to conduct the mission. They includes training materials for workshops on the employment of consultants, drafts of detailed TOR, RFP, detailed technical proposal evaluation criteria, etc. The preparation of these documents and materials helped achieve the objectives of the mission in an effective manner.

10. For the conduct of training workshops, the following JICA's relevant documents and training materials were used:

- a) JICA's documents related to the Employment of Consultants
 - 1. Guidelines for the Employment of Consultants under Japanese ODA Loans (March 2009/April 2012)
 - 2. Sample Request for Proposals under Japanese ODA Loans, September 2009
 - 3. Standard Request for Proposals under Japanese ODA Loans, October 2012
 - 4. Guide for Evaluation Procedures for Employment of Consultant under Japanese ODA Loans, Amended December 2009
- b) Power Point Training Materials regarding the Employment of Consultants
 - Module 1: JICA's Guidelines for the Employment of Consultant
 - Module 2: Preparation of Consultant Selection Documents
 - Module 3: Shortlisting

Module 4: Consultant Proposal Evaluation and Ranking for QCBS
Module 5: Analysis of Financial Proposals for QBS
Module 6: Contract Negotiations
Module 7: The Contract Documents
Module 8: Contract Management
Module 9: Fiduciary Risk Management

11. The conduct of training workshops was to familiarize project executing agencies and their staff concerned with JICA's rules and regulations regarding procurement of consulting services and to develop their capacity of procurement for project implementation. The workshops were conducted, using JICA's training materials on Procurement Support Workshop (power point form) updated in April 2012 with the revision of the Guidelines. The training material for JICA's "Guidelines for the Employment of Consultant" (Module 1) is attached for reference as Appendix 1. Also, upon issuance of the amended RFP in October 2012, the training material (Module 2) was adjusted to meet the amendment in January 2013. The workshop was undertaken in a form of a "hands-on" approach to accommodate questions and answers about various matters from the participants.

12. In addition to the workshops, the Procurement Specialist provided hands-on assistance to EA staff concerned to develop and finalize procurement documents including public advertisement for Expression of Interest (EOI), TOR, RFP and technical proposal evaluation criteria, such that those documents could be finalized by the concerned staff themselves and submitted to JICA in a timely manner. At the end of workshops and meetings, the Procurement Specialist provided the EAs with various sample documents for reference. They included the following:

- i) Sample advertisement for EOI
- ii) Sample shortlisting evaluation criteria
- iii) Sample TOR
- iv) Sample RFP
- v) Sample technical proposal evaluation criteria
- vi) Sample technical proposal evaluation report
- v) Sample form of minutes of contract negotiations

13. Specific approaches undertaken by the mission for each of the projects were described in the mission's inception reports. Namely, depending on the progress of procurement and the EA's capacity, the focus of the Procurement Specialist's assistance differed from the conduct of a training workshop to direct assistance in preparation of shortlist, TOR, RFP and proposal evaluation criteria.

4. ACTIVITIES UNDERTAKEN DURING THE REPORTING PERIOD

A. Missions Conducted during the Reporting Period

14. At the beginning of FY2012, it was expected that 2nd missions would be dispatched for 10 projects to follow up the remaining activities left behind the 1st mission as shown in Table 1 below.

Table 1: Missions Undertaken in FY2011

Project Name	1 st mission	Purpose	Proposed 2 nd mission	Purpose
Indonesia				
Upper Citarum Basin Flood Management Sector Loan	2 - 12 Jul 2011	Workshop and preparation of TOR and RFP	Jun-Jul 2012	Technical proposal evaluation
Indramayu Coal Fired Power Plant Project	13-23 Mar 2012	Finalization of TOR, RFP and EV criteria	Jun-Jul 2012	Technical proposal evaluation
Tulehu Geothermal Development Project	13-23 Mar 2012	Finalization of TOR, RFP and EV criteria	Jun-Jul 2012	Technical proposal evaluation
Thailand				
Mass Transit System Project in Bangkok (Red Line)	11-19 Aug 2011	Workshop and preparation of TOR and RFP	Oct-Nov 2011	Technical proposal evaluation
Cambodia				
West Tonle Sap Irrigation and Drainage Rehabilitation and Improvement Project	16 - 23 Aug 2011	Workshop and preparation of TOR and RFP	Feb-Mar 2012	Technical proposal evaluation
Philippines				
Forestland Management Project (FMP)	13-19 Nov 2012	Workshop and preparation of TOR and RFP	May 2012 (Done)	Technical proposal evaluation
National Irrigation Sector Rehabilitation and Improvement Project (NISRIIP)	29 Jan - 4 Feb 2012	Workshop and preparation of TOR and RFP	May-Jun 2012 (Done)	Workshop on proposal evaluation
Mindanao Sustainable Agrarian and Agriculture Development Project (MINSAAD)	29 Jan - 4 Feb 2012	Workshop and preparation of TOR and RFP	Jul-Aug 2012 (Done)	Workshop on proposal evaluation
Vietnam				
Regional and Provincial Hospitals Development Project (II) (RPHDP II)	8 - 14 Jan 2012	Workshop and preparation of TOR and RFP	Apr 2012 (Done in Sep 2012)	Workshop on proposal evaluation
Timor-Leste				
National Road No. 1 Upgrading Project	23 Jan - 1 Feb 2012	Workshop and preparation of TOR and RFP	Jul 2012	Technical proposal evaluation

Out of 10 projects, however, the 2nd mission was dispatched for only 5 projects in Philippines, Timor-Leste, and Vietnam.

15. Aside from the above 10 projects, JICA prepared in April 2012 a list of 16 projects in three countries including Indonesia, Vietnam, and Lao PDR for FY2012. The list was updated in May 2012, indicating 19 projects for four countries including Timor-Leste as shown in **Appendix 2**. Based on JICA's instructions, therefore, OPMAC dispatched a total of 14 missions for 14 projects to Vietnam, Malaysia, Philippines, Timor-Leste and Myanmar during the reporting period from April 2012 to March 2013 as shown in **Table 2** below. No mission was dispatched to Indonesia.

Table 2: Missions Undertaken during FY2012

Project Name	Mission	Purpose	Dates*	Mission Member
Philippines				
NISRIP	2nd	Training workshop and finalization of TOR and RFP	15 -21 Jul 2012	Kanazawa
MINSAAD	2nd	Training workshop and finalization of TOR and RFP	15 -21 Jul 2012	Kanazawa
NISRIP	3rd	Orientation seminar and proposal evaluation	6-19 Jan 2013	Kanazawa
MINSAAD	3rd	Orientation seminar and proposal evaluation	6-19 Jan 2013	Kanazawa
FMP	2nd	Orientation seminar and proposal evaluation	6-19 Jan 2013	Kanazawa
Flood Risk Management Project (FRIMP)	2nd	Orientation seminar and finalization of documents	6-19 Jan 2013	Kanazawa
Lao PDR				
Southern Region Power System Development Project (SRPDP)	1st	Training workshop and finalization of TOR, RFP and evaluation criteria	1-11 Apr 2012	Kanazawa
SRPDP	2nd	Assistance in technical proposal evaluation and training on financial proposal evaluation	22 Jul-2 Aug 2012	Kanazawa
Nam Ngum 1 Hydropower Station Expansion Project	1st	Assistance in finalization of TOR and RFP	10-16 March 2013	Suzuki
Vietnam				
RPHDP II	2nd	Training workshop on proposal evaluation and preparation of evaluation criteria	23 to 29 Sep 2012	Kanazawa
Hoa Lac Science and Technology City Development Project (I)	1st	Training workshop and finalization of TOR, RFP and evaluation criteria	15 to 28 Apr 2012	Maeda
Protection Forests Restoration and Sustainable Management Project	1st	Training workshop and finalization of TOR, RFP and evaluation criteria	3 to 13 Jun 2012	Maeda
Protection Forests Restoration and Sustainable Management Project	2 nd	Assistance in technical proposal evaluation and training on financial proposal evaluation	6 to 12 Jan 2013	Suzuki

Project Name	Mission	Purpose	Dates*	Mission Member
Project for Disaster and Climate Change Countermeasures Using Earth Observation Satellite (I)	1st	Training workshop and finalization of TOR, RFP and evaluation criteria	2 to 14 Sep 2012	Suzuki
North Nghe An Irrigation System Upgrading Project	1st	Training workshop and finalization of TOR, RFP and evaluation criteria	17 to 23 Mar 2013	Suzuki
Timor-Leste				
National Road No. 1 Upgrading Project	2nd	Assistance in technical proposal evaluation and training on financial proposal evaluation	24 Aug to 1 Sep 2012	Suzuki
Malaysia				
Development Project of Malaysia-Japan International Institute of Technology (MJIT)	2nd	Training workshop on financial proposal evaluation and preparation of evaluation report	2 to 6 Sep 2012	Maeda
Myanmar				
Regional Development Project for Poverty Reduction	1st	Training workshop of procurement procedures	3 to 9 Mar 2013	Suzuki

* including 2 travel days

16. The objective of the missions was basically to develop the capacity of EAs in the following subjects:

- (i) Preparation of a short-list of consultants
- (ii) Finalization of TOR
- (iii) Preparation of request for proposal including LOI, etc.
- (iv) Preparation of technical proposal evaluation criteria
- (v) Proposal evaluation and report preparation
- (vi) Contract negotiations

17. The input of personnel from 1 April 2012 to 31 March 2013 was 274 person-days or 9.13 person-months, consisting of 131 person-days for field services and 143² person-days for home office work or only about 57.4 %, compared to the estimated input of 15.9 person-months/year under the contract.

B. Specific Activities by Country

18. The specific activities undertaken and outputs delivered by the mission were described in detail in the field operation reports that were submitted to JICA and the EAs upon completion of each of the field visits. The following briefly describes the missions actually undertaken, compared with the projects initially anticipated and listed by JICA for dispatching the mission during FY2012.

Indonesia

19. A total of 13 projects were listed as candidate projects for procurement assistance for

² Includes 3 days for home office work undertaken to prepare for the 3rd mission for MJIT, which was cancelled.

FY2012 in JICA's list updated in May 2012. However, no mission was sent during FY2012. This mainly seems to be because the procedure for the Loan Agreements is delayed.

Philippines

20. Three projects were proposed for the 2nd procurement assistance during FY2012. Actually, two missions were dispatched for 4 projects; firstly for National Irrigation Sector Rehabilitation and Improvement Project (NISRIP) and Mindanao Sustainable Agrarian and Agriculture Development Project (MINSAAD) from 15 to 21 Jul 2012, and secondly for four projects including NISRIP, MINSAAD, Forestry Management Project (FMP) and Flood Risk Management Project (FRIMP) from 6 to 19 Jan 2013. The 1st mission for NISRIP and MINSAAD assisted the EAs in finalization of TOR, RFP and technical proposal evaluation criteria, and the 2nd mission assisted the EAs in carrying out the technical proposal evaluation, whereas finalization of RFP, TOR and evaluation criteria was major assistance to the EA for Flood Risk Management Project (FRIMP), for which the 1st assistance was provided in February 2011.

Lao PDR

21. Two missions were dispatched for Southern Region Power System Development Project. The 1st mission assisted the EA (EdL) in finalizing TOR, RFP and technical proposal evaluation criteria from 2 to 10 April 2012, and the 2nd mission in finalizing technical proposal evaluation and evaluation report from 23 July to 1 Aug 2012. With every effort by EdL and advice by JICA officer concerned, the employment of consultant was satisfactorily completed within 2012 according to the schedule. Sharing the knowledge and experiences for employment of consultant within the EdL is highly expected.

22. For Nam Ngum 1 Hydropower Station Expansion Project, the 1st mission was sent to EdL to assist them in preparing and finalizing TOR and RFP documents from 10 to 16 March 2013. Details will be reported in the field operation report.

Cambodia

23. No project was listed for procurement assistance during FY2012.

Timor-Leste

24. National Road No. 1 Upgrading Project was listed for procurement assistance during FY2012. The 2nd mission was sent for the Project from 24 August to 1 September 2012. Given that the EA implements an ODA project for the first time, emphasis was placed on familiarizing government officials with technical evaluation and financial evaluation under the principal rules and regulations for the employment of consultants under JICA's Guidelines. The contract was signed in February 2013.

Vietnam

25. Six missions were sent, one each for Regional and Provincial Hospitals Development (RPHD) Project (II), Hoa Lac Science and Technology City Development Project (I), and Project for Disaster and Climate Change Countermeasures Using Earth Observation Satellite (I) and North Nghe An Irrigation System Upgrading Project, and two for Protection Forests Restoration and Sustainable Management Project.

The RPHD was not listed in a JICA list of May 2012, but the 2nd mission was sent from 24 to 28 Sep 2012 while the 1st mission was sent from 8 to 13 January 2012 before the loan agreement with STEP condition was signed on 31 March 2012. The 2nd mission aimed to develop the

capacity of the EA for technical proposal evaluation and report preparation. The Procurement Specialist advised the EA staff how to carry out technical proposal evaluation and prepare an evaluation report in accordance with JICA Guidelines.

26. The 1st mission was sent for Hoa Lac Science and Technology City Development Project (I) to assist the EA (HHTP-MB) in finalizing TOR, RFP and technical proposal evaluation criteria from 15 to 28 April 2012.

27. Two missions were sent for Protection Forests Restoration and Sustainable Management Project. The 1st mission assisted the EA (MBFP) in finalizing TOR, RFP and technical proposal evaluation criteria from 3 to 13 June 2012, and the 2nd mission assisted EA for familiarizing with technical evaluation and financial evaluation under the principal rules and regulations for the employment of consultants under JICA's Guidelines from 6 to 12 January 2013.

28. The 1st mission was sent for Project for Disaster and Climate Change Countermeasures Using Earth Observation Satellite (I) to assist the EA (VNSC) in finalizing TOR, RFP and technical proposal evaluation criteria from 2 to 14 September 2012.

29. The 1st mission was sent for North Nghe An Irrigation System Upgrading Project from 17 to 23 Mar 2013 to conduct a training workshop and finalization of TOR, RFP and evaluation criteria. Details will be reported in the field operation report.

Malaysia

30. After JICA issued the concurrence in the results of technical evaluation, the 2nd mission was sent for Development Project of Malaysia-Japan International Institute of Technology. The Procurement Specialist conducted a general orientation seminar to familiarize concerned staff of the EA (UTM) with JICA's rules and procedures for financial evaluation and ranking of proposals. No particular hands-on assistance in financial proposal evaluation was made as the financial proposal evaluation was, except for checking the submission of required documents, unnecessary where only one proposal was received.

Myanmar

31. The 1st mission was sent for Regional Development Project for Poverty Reduction to assist the EA (MNPED) in familiarizing with JICA procurement procedure in general and JICA Guidelines from 3 to 9 March 2013. Details will be described in the field operation report.

5. ASSESSMENT OF EA's CAPACITY FOR PROCUREMENT

32. The Minutes of Discussions (M/D) prepared at the time of project appraisal do not necessarily provide detailed information regarding the capacity of the EAs. The capacity of EA and staff members in charge of the selection of consultants was assessed and the capacity gaps and needed assistance in the employment of consultants were examined during the time of site visits, and the findings were reported in the field operation report. The following generally summarizes the capacity of EAs:

33. **The Guidelines for the Employment of Consultant.** Except three agencies in Timor-Leste, Malaysia and Myanmar, all the agencies have got familiarized with the JICA Guidelines for the Employment of Consultants through the training workshop conducted during the 1st missions in FY2011 and FY2012. While the 2009 Guidelines is applicable for most of the projects in question, the Procurement Specialist has briefly explained the difference between the 2009 version and the new version issued in April 2012 to the executing agencies on the request basis.

For Malaysia, the EA, Universiti Teknologi Malaysia (UTM) for Development Project of Malaysia-Japan International Institute of Technology (MJIT), most PMU staff appeared to have good knowledge of the JICA Guidelines, probably because they have gone through the procedures for the employment of the consultants with the assistance of a JICA expert dispatched and worked in the field until May 2012 under a different JICA assistance scheme.

For Timor-Leste, the executing agency for procurement was changed after the 1st mission in 2011. At the time of 2nd mission, therefore, the Procurement Specialist conducted the same kinds of lecture on JICA Guidelines and provided assistance in preparation of RFP, etc during the 2nd mission.

For Myanmar, JICA's lending operation had been suspended for 25 years since 1987. The Regional Development Project for Poverty Reduction is one of three projects to be financed by JICA since it resumed lending in 2012. It is, therefore, presumed that MNPED, the EA for the Project has almost no knowledge at all about the JICA Guidelines. The Procurement Specialist has provided an orientation seminar on basic rules and procedures for the employment of consultants as required in the JICA Guidelines during the 1st mission.

34. **Preparation of TOR.** There were some TORs not prepared in accordance with the Guidelines (Annex I) and the Sample/Standard RFP documents (Section 5). They failed to include or describe in detail basic information and data such as project background and profile, institutional arrangements, timing and duration of services, and particular responsibilities of the parties concerned and the consultants, required in the Guidelines (Section 2.02). Another issue was major changes that had been made by some EAs, in particular, a reduction in the inputs of international personnel estimated during the appraisal. This has caused delays in obtaining JICA's concurrence to the RFP, resulting in delays in issuance of the RFP to the shortlisted consultants.

35. **Preparation of RFP and Shortlisting.** Following preparation of TOR, EA prepared a shortlist of consultants and RFP. The shortlisting was not a matter of serious problems for most EAs, although there was a case that a proposed shortlist was not concurred by JICA at the first instance and the clarification was required by the EA. In case of Vietnam, the number of shortlisted consultants is sometimes a matter of concern. Namely, there was a case that the number of experienced consultants provided by JICA was less than five, while Vietnamese procurement rule requires a minimum of 5 consultants to be shortlisted.

Preparation of RFP was also not problematic for EAs where the assistance was provided by the Procurement Specialist, while information on local taxation, provisional sum and contingencies in Data Sheet and liability of the consultants, insurances, etc. of the Special Conditions of Contract should be provided by the EA.

36. Technical Proposal Evaluation Criteria. The Procurement Specialist has found that only a few EAs have prepared detailed technical proposal evaluation criteria. Detailed technical proposal evaluation criteria are an essential tool for the conduct of technical proposal evaluation in accordance with the JICA Guidelines and the Guide for Evaluation Procedures. They will serve for the evaluator to carry out technical proposal evaluation in a systematic and logical manner and to minimize the room of subjective evaluation. The Procurement Specialist has, therefore, provided sample detailed technical proposal evaluation criteria to most of the EAs. In fact, EA staff showed a great interest and positive attitude toward discussing detailed evaluation criteria. There were some cases that EA would like to evaluate all the proposed members of both international and local consultants. As guided in the Guide, Section 5.1.4, it is recommended that only key personnel or not exceeding 10 numbers of personnel are evaluated. Evaluating all the members will dilute the importance of key personnel. The other personnel will be evaluated either as group or otherwise in the organization and staffing subcriteria.

37. Proposal Evaluation and Reporting. Assistance was provided to some EAs in their carrying out of technical proposal evaluation and report preparation during FY2012. It is found that those EAs who were provided not only a training workshop but also hand-on assistance have completed the proposal evaluation and submitted the report to JICA in a satisfactory and timely manner.

There was a case that only one proposal was submitted. As requested by JICA, however, the Procurement Specialist was dispatched to guide the EA on the conduct of financial proposal evaluation. In case that only one proposal is submitted, there will be no need of financial proposal evaluation. Only the financial proposal needs to be examined to see if all the required documents are complete, if it has any arithmetical errors or inconsistency with technical proposal, and if any they should be adjusted. The purpose of financial proposal evaluation is to compare the proposals based on the overall rated score only when more than one proposal is submitted.

38. Contract Negotiations and Preparation of Minutes of Contract Negotiations and Contract Documents. No assistance was provided for contract negotiations during FY2012. Assistance to this subject should be provided to the EAs who implement an externally financed or ODA project for the first time or whose capacity is limited.

39. Government Approval Procedures. In processing the employment of consultants, the EA needs to seek approval of higher authority in accordance with local rules and regulations as the case may be. Depending on country, the establishment of Project Management Office (PMO) and Special Technical Working Group (STWG), the selection documents, proposal evaluation criteria, etc. need to be approved by ministers or department heads of concerned ministries, EA's management, bids award committee, etc. This is mostly time-consuming. Given the limited number of days for field operation, the Procurement Specialist could not fully examine local approval procedures and constraints that affect the speedy process of the employment of consultants. EAs indicated that JICA's intervention may help expedite their internal clearance.

40. Administration and Coordination. During the field operation, the Procurement Specialist discussed with the EAs the time schedule for all activities required for the employment of consultants, including the scheduled dates for submission of shortlist, TOR and RFP. However,

only a few agencies appeared to have followed the schedules as discussed. There appears to involve various reasons behind this. Among others is the non-establishment of the PMO or technical working groups (TWGs), which will be responsible for the selection of consultants.

As discussed with JICA, the Procurement Specialist needs to communicate directly with the EAs to follow up the progress of the remaining activities and recommend to JICA remedial actions as appropriate.

6. REPORTS AND DOCUMENTS

41. As required under the contract, the Procurement Specialist prepared and submitted to JICA with copy to EAs the following reports during the reporting period of FY2012:

Table 3: List of Reports submitted to JICA and EAs

Project Name	Inception Report	Field Visit	Field Operation Report
Philippines			
NISRIP (2 nd mission)	Jul 2012	15 - 21 Jul 2012	Aug 2012
MINSAAD (2 nd mission)	Jul 2012	15 - 21 Jul 2012	Aug 2012
NISRIP (3 rd mission)	Dec 2012	6-19 Jan 2013	Feb 2012
MINSAAD(3 rd mission)	Dec 2012	6-19 Jan 2013	Feb 2012
FMP(2 nd mission)	Dec 2012	6-19 Jan 2013	Feb 2012
FRIMP(2 nd mission)	Dec 2012	6-19 Jan 2013	Feb 2012
Lao PDR			
SRPDP (1 st mission)	Mar 2012	1-11 Apr 2012	Apr 2012
SRPDP(2 nd mission)	Jul 2012	22 Jul-2 Aug 2012	Aug 2012
Nam Ngum 1 Hydropower Station Expansion Project	Mar 2012	10-16_Mar 2013	Not yet*
Vietnam			
RPHDP (2 nd mission)	Sep 2012	23-29 Sep 2012	Oct 2012
Hoa Lac Science and Technology City Development Project (I) (1 st mission)	Apr 2012	15 - 28 Apr 2012	May 2012
Protection Forests Restoration and Sustainable Management Project (1 st mission)	May 2012	3 - 13 Jun 2012	Jul 2012
Protection Forests Restoration and Sustainable Management Project (2 nd mission)	Jan. 2013	6 - 12 Jan. 2013	Jan. 2013
Project For Disaster And Climate Change Countermeasures Using Earth Observation Satellite (I)	Aug. 2012	2-14 Sep.2012	Oct 2012
North Nghe An Irrigation System Upgrading Project	Mar 2012	17 - 23 Mar 2013	Not yet*
Timor-Leste			
National Road No. 1 Upgrading Project (2 nd mission)	Aug. 2012	24 Aug to 1 Sep 2012	Oct. 2012
Malaysia			
Development Project of Malaysia-Japan International Institute of Technology (MJIIT) (2 nd mission)	Aug 2012	2 - 6 Sep 2012	Sep 2012
Myanmar			
Regional Development Project for Poverty Reduction	Feb 2012	3 - 9 Mar. 2013	Not yet*

Note: The duration of field visit includes two in- and out-travel days.

*Field Operation Reports for the missions dispatched in March 2013 will be submitted in April 2013.

These reports were initially prepared in draft form and submitted to JICA for their review and comments. Thereafter, the reports were finalized, incorporating JICA's comments, and submitted to JICA with copies to the EAs through JICA country offices.

42. In addition to those reports mentioned above, the Procurement Specialist has assisted the EAs in preparation of various reports related to the employment of consultants such as TOR, RFP, technical proposal evaluation criteria, and technical and financial evaluation reports. The Procurement Specialist has also provided samples of those documents for reference and power point workshop materials, if the EA so requested.

7. ACTIVITIES SCHEDULED FOR THE NEXT REPORTING PERIOD

43. For FY2013 from April 2013 to March 2014, OPMAC will continue to render procurement support services for EAs who implement JICA-financed projects whenever required by JICA. The members of the team remain the same, consisting of Tadayuki Kanazawa as Team Leader/Procurement Specialist I, H. Suzuki as Procurement Specialist II and the other four standby staff.

44. As mentioned in paragraphs 13 and 14 above, 9 missions for 10 projects in 6 countries and 14 missions for 14 projects in 5 countries were dispatched during FY2011 and FY2012, respectively.

45. JICA updated a list of candidate projects in January 2013 as shown in **Appendix 3**. OPMAC has learned that there are about 25 projects in 5 countries including Myanmar that will need assistance during FY2013. In addition to the JICA list, the Procurement Specialist has prepared a list of the projects, for which the missions were dispatched in FY2011 and FY2012 and the follow up missions may be necessary during FY2013 as shown in **Appendix 4**.

46. Depending on the progress of the project in question, the Procurement Specialist will provide EAs with one or some of the following services:

- i) Conduct of training workshops on JICA rules and regulations regarding the employment of consultants;
- ii) Assistance in preparation of the consultant selection documents including TOR, shortlist, RFP and detailed technical proposal evaluation criteria;
- iii) Assistance in carrying out proposal evaluation and ranking, and report preparation;
- iv) Assistance in conducting contract negotiations with the first ranked consultant including preparation of minutes of contract negotiations and contract documents; and
- v) Other procurement matters.

8. CONCLUSIONS AND RECOMMENDATIONS

47. **Overall Achievement.** The Procurement Specialists have completed all the field operations and submitted to JICA the inception and field operation reports as required under the contract. As at April 2012, it was envisaged that during FY2012 the mission would be sent for 16 projects in 3 countries including Indonesia, Vietnam and Laos. Actually, 14 missions were sent for 14 projects in 6 countries including Myanmar.

48. **Follow-up and Monitoring.** During the meetings with the EAs, the Procurement Specialist discussed the time schedule for all remaining activities required for the employment of consultants, including the scheduled dates for issuance of RFP, technical proposal evaluation, etc. However, almost no EA has kept the Procurement Specialist informed of the progress of activities. As agreed by JICA, the Procurement Specialist will directly communicate with the EA to follow up the progress of activities and provide advices as necessary. In addition, it is recommended that the officer(s) in charge of supervision of each project at JICA country office and/or Headquarter maintain contact with the EA to oversee and discuss the progress of the remaining procedures, and when and if 2nd and/or 3rd mission appear necessary or recommendable, those JICA country officer(s) inform the responsible officer of Loan Procurement Policy and Supervision Division or JICA Headquarter of needed assistance in a timely manner.

49. **Next Missions.** The need and timing of the next follow-up mission were discussed with the EAs during the field operation. At the time, most of the EAs indicated their wishes for the next assistance in remaining activities such as proposal evaluation and others. However, a request for the 2nd missions was only for 5 projects out of 10 projects envisaged during FY2012. The Procurement Specialist discussed this matter with JICA, and JICA suggested that the Procurement Specialist may communicate directly with the EA to follow up the progress of the scheduled activities and the next mission, and consult with JICA, if any action is needed.

50. **TOR Format.** As stated in paragraph 26 above, unsatisfactory TOR is due to a limited capacity of EAs and/or consultants who prepared outlined TOR during the conduct of a feasibility study. In order to ensure that TOR cover all basic information and data, a sample format of TOR for a loan project has been developed and provided to the EAs by the Procurement Specialist where required. It is recommended that sample format of TOR for JICA financed loan projects be further disseminated among the borrowers or appraisal mission team as well as consultants who prepare draft TOR when they conduct a project feasibility study or formulate a project for JICA financing. The sample format is attached to Annual Report for FY2011.

51. **Preparation of RFP.** Preparation of RFP was assisted by the Procurement Specialist, using Sample RFP documents. The Procurement Specialist has found there are some provisions, for example, Special Conditions of Contract (SCC) 3.4 (e) (ii), SCC 3.5, etc. where the EA found difficult to decide and enter data as appropriate. Though new Standard RFP is improved for the notes on the forms, but remains difficult to fill the information in some SCC provisions. It is therefore recommended that Sample RFP provides detailed guides with example data for those provisions, based on which the EA could determine and complete these provisions.

52. **Preparation of CRAM.** Delays in processing the employment of consultants will be partly due to a lack of awareness of the parties concerned about the time schedule. In order to keep all the parties concerned abreast of the progress of employment of consultants, it is recommended that the consultant recruitment activity monitoring (CRAM) sheet is standardized and included as part of Attachments to M/D. The CRAM should be updated at an appropriate interval and

shared with all the parties concerned.

53. Project Status Report (PSR). The minutes of discussions (M/D) prepared between the borrower and JICA appraisal mission include various information and data, which are useful to prepare consultant selection documents. However, it was found that information and data given in PSR, Appendixes, Annexes and Attachments are sometimes duplicated and/or inconsistent among each other. It is therefore recommended that all information and data are streamlined to avoid such confusion.

54. PMO/PMU and Evaluation Committee. The establishment of a project management office/unit (PMO/PMU) is stated in the M/D. The timely establishment of the PMO is essential as preparation of TOR, RFP and shortlisting is important part of PMO's responsibilities before project implementation. Also, depending on country or agency, the establishment of a task force or the evaluation committee may be needed to carry out preparation or review of the selection documents, proposal evaluation and ranking, if there exist no permanent division/unit (like "a bids and awards committee" in the Philippines) within the EA. However, it was found that the establishment of the PMO and/or the evaluation committee had been pending in most of the EAs. It is therefore recommended that the deadline or the estimated date for the establishment of a PMO/PMU and the evaluation committee, as the case may be, should be clearly stated in the M/D and followed up by the JICA country office. This is important in view of the need of not only PMO staff but also the evaluation committee members to participate in the workshops and discussions with the Procurement Specialist during the 1st mission.

55. Government Approval Procedures. Time-consuming approval procedures are a bottleneck for EAs to implement the project in many countries. The Procurement Specialist has learned from several EAs that pending approval by higher authority, various key activities such as the establishment of PMOs and selection committees, submission of consultant selection documents, etc. were yet to be complete. It appears that government rules and regulations and time needed for approval were not fully examined and well reported in the M/D. This may lead to preparation of unrealistic time schedule at appraisal. It is therefore recommended that JICA engage staff consultants to examine government rules and regulations, potential constraints that affect the process of the employment of consultants, and actual time needed for processing, so that major constraints are removed and realistic time schedule be established in advance.

56. JICA's Assessment of the Procurement Assistance. The effectiveness and impact of the procurement support services provided during FY2011 and FY2012 is not clearly known to the Procurement Specialist. There may be cases that some EAs submitted the selection documents according to the schedule and the other not. Underlying reasons for delays vary depending on country and EA, etc. Considering that the procurement support services are provided for one more year, it is recommended that JICA conduct preliminary review of the procurement support services to know reasons why the EAs failed to follow the schedules of activities established during the field operations, such that lessons learned can be reflected in the services and activities for the 3rd year or for forthcoming projects to be financed by JICA.

57. Issuance of Certificate. Some EAs strongly wish to receive a JICA certificate of participation in a procurement workshop. It was found that the issuance of such a certificate generated incentive to the participants and was highly appreciated when it was done in Timor-Leste. It is recommended that JICA consider the issuance of a certificate under the name of JICA chief representative.

58. Use of Simultaneous Interpretation. It was found that simultaneous interpretation was efficient and effective to facilitate the participants in their understanding during the workshop. It also enabled to shorten the explanation time in the case of Vietnam and Cambodia. It is

recommended that the use of simultaneous interpretation at the workshop is extended for the countries where the capacity of participants for understanding English is considered limited.

APPENDIX 1

Training Material for JICA's Guidelines for the Employment of Consultant

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Name of Implementing Institution and Project

PROCUREMENT SUPPORT WORKSHOP

**The Employment of Consultants
under Japanese ODA Loans**

April 2012

1

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Workshop Objective

To brief the Borrowers and project implementation agencies on JICA principles and procedures for recruitment of consultants under Japanese ODA financing.

2

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Focus of Workshop

- the workshop will focus on the recruitment of consulting firms for a project financed by Japanese ODA loan, using quality- and cost-based selection method (QCBS).
- procedures used to engage consulting firms, using other methods such as QBS, SSS, etc. will also be explained.

3

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Workshop Topics (1)

- Module 1: Guidelines for the Employment of Consultants under Japanese ODA Loans
- Module 2: Preparation of Consultant Selection Documents
- Module 3: Shortlisting of Consultants
- Module 4: Consultant Proposal Evaluation (QCBS)

4

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Workshop Topics (2)

- Module 5: Analysis of Financial Proposals (QBS)
- Module 6: Contract Negotiations
- Module 7: The Contract Documents
- Module 8: Contract Management
- Module 9: Fiduciary Risk Management

5

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Schedule of Workshops (1)

Day 1:

- Module 1: Guidelines for the Employment of Consultants under Japanese ODA Loans

Day 2:

- Module 2: Preparation of Consultant Selection Documents

Day 3:

- Module 3: Shortlisting of Consultants

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Schedule of Workshops (2)

Day 4:

- Module 4: Consultant Proposal Evaluation (QCBS)
- Module 5: Analysis of Financial Proposals (QBS)

Day 5:

- Module 6: Contract Negotiations
- Module 7: Contract Documents
- Module 8: Contract Management
- Module 9: Fiduciary Risk Management

7

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At the end of the workshops, the participants know:

JICA's principles and ways for selection of consultants, including:

- how to prepare selection documents for the employment of consultants;
- how to evaluate and rank consultant proposals;
- how to negotiate and execute a contract with the selected consultant.

8

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Module 1

Guidelines for the Employment of Consultants under Japanese ODA Loans, April 2012

9

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Why use consultants?

- The success of the Project depends on the fulfillment of shared responsibilities of all the project stakeholders including the Borrower, the EA, the consultants, contractors, suppliers, communities and other parties concerned;
- Poor or unsatisfactory performance of the consultant adversely affect the smooth and successful implementation of the Project in its entirety.

10

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What are the Guidelines ?

- The Guidelines are one of JICA's Procurement Documents, which provide JICA's policy and general procedures for the employment of consultants under Japanese ODA Loans.
- The loan agreement, Schedule 4, Section 1 stipulates "Employment of consultants to be financed out of the proceeds of the Loan shall be in accordance with the Guidelines."

11

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The Guidelines provide (1)

- General principles for employment of consultants
 - Borrower's Responsibilities
 - Eligibility
 - JICA's Review
 - Corrupt/Fraudulent Practices
- information on
 - Types of Consultants
 - Responsibilities of Consultants
 - Monitoring by JICA

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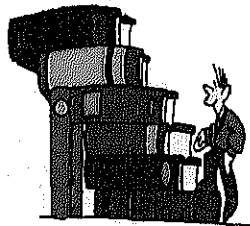
The Guidelines provide (2)

- Selection Procedures
 - Method of Selection
 - Preparation of the Terms of Reference (TOR)
 - Preparation of Short List of Consultants
 - Preparation of the Request for Proposals
 - Reference to JICA
- Evaluation of Proposals
- Contract Negotiations
- Contract Management

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JICA's Procurement Documents



14

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The Guidelines and Guides

1. *Guidelines for Procurement under Japanese ODA Loans*, April 2012
2. *Guidelines for Employment of Consultants under Japanese ODA Loans*, April 2012
3. *Guide for Evaluation Procedures for Procurement of Consultants under Japanese ODA Loans*, amended December 2009
4. *Evaluation Guide for Pre-Qualification and Bidding under Japanese ODA Loans - Procurement of Goods and Services*, June 2000

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Standard Documents

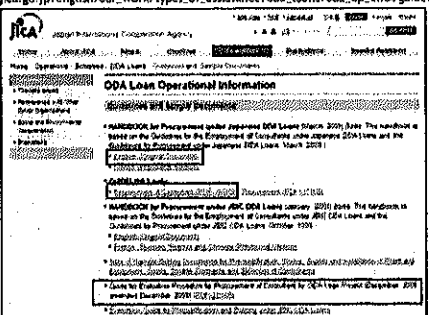
1. *Standard Request for Proposals under Japanese ODA Loans - Selection of Consultants*, October 2012
2. *Standard Pre-Qualification Documents under Japanese ODA Loans*, October 2012
3. *Standard Bidding Documents under Japanese ODA Loans - Procurement of Works*, October 2012
4. *Standard Bidding Documents under Japanese ODA Loans - Procurement of Goods*, 2013
5. *Sample Bidding Documents under Japanese ODA Loans - Procurement of Plant design, supply and installation*, February 2013
6. *Sample Bidding Documents under Japanese ODA Loans - Procurement of small works*, 2013

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Guidelines and Guides

http://www.jica.go.jp/english/our_work/types_of_assistance/oda_loans/oda_op_info/guide/index.html

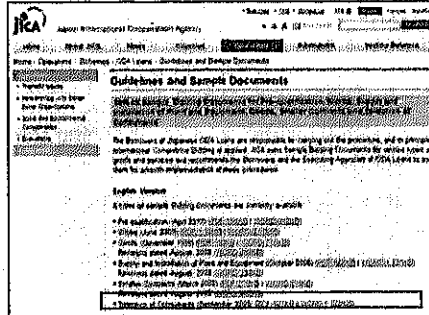


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Guidelines and Guides


http://www.jica.go.jp/english/our_work/types_of_assistance/oda_loans/oda_op_info/guidetender/index.html



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Part I GENERAL



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Section 1.01 Introduction (1)

The Guidelines:

- are applicable to a project funded by Japanese ODA Loan;
- Provide JICA's view on the proper selection of consultants and the full utilization of consultants' expertise;
- set out general rules to be followed by Borrowers in their use of consultants.

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Section 1.01 Introduction (2)

The term "consultants" include private and public entities such as:

- consulting firms, engineering firms, construction firms, management firms;
- procurement agents, multinational organizations, universities, research institutions, government agencies;
- nongovernment agencies (NGOs); and
- individuals.


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Section 1.01 Introduction (3)

Main Considerations in Selection

- High-Quality services
- Economy and Efficiency
- Transparency in the selection process
- Non-discrimination and equal opportunity to eligible and qualified consultants to compete
- Increasing focus on Anticorruption and observance of ethics



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Section 1.02 Need for Employment of a Consultant

- In most cases, the need will be established jointly by the Borrower and JICA;
- TOR drawn up either prior to or during the negotiations on the Japanese ODA Loan;
- Two parties agree on the approximate amount of funds required for such services and schedule of selection of consultants.

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Section 1.03 Responsibility of the Borrower in Selection of a Consultant

- The selection of a consultant for a project financed by Japanese ODA Loan is the responsibility of the borrower;
- Only the qualified consultant who possesses such competence as required for the assigned services shall be employed by the borrower.

24

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Section 1.04 Eligibility

To be eligible under a contract funded with Japanese ODA loans, a consultant shall be:

- a firm or an individual of the eligible source country stipulated in the loan agreement;
- a firm or an individual selected based on its own capability;
- not a firm or an individual who has engaged in corrupt or fraudulent practice stated in Section 1.06; and
- not a firm or an individual who has the conflict of interest stated in Section 1.07.

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Section 1.05 JICA's Review

- JICA reviews the Borrower's selection procedures, documents and decisions:
 - Prior to Issuing RFP - the Short List of Consultants and the Request for Proposals, (and Evaluation Criteria)
 - When QCBS adopted - prior to opening financial proposals, the Borrower's evaluation of technical proposals
 - Prior to starting contract negotiations - the results of the Borrower's overall evaluation of proposals
 - When SSS is desired selection method - Borrower's reasons, with Letter of Invitation and Terms of Reference
 - Immediately after executing the contract - copy of the signed contract

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Section 1.06 Corrupt or Fraudulent Practices

- Consultants and Borrowers must observe the highest standard of ethics during the selection and execution of a contract.
- If the consultant has engaged in corrupt and fraudulent practices, JICA will:
 - a. reject the proposal evaluation result for the contract in question;
 - b. recognise a consultant ineligible for any contract funded by Japanese ODA; and
 - c. Recognize a consultant or sub-consultant ineligible, if he is debarred under the *cross debarment decisions* by the Multilateral Development Banks.

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Section 1.07 Conflict of Interest

A consultant or affiliate shall not be employed under the circumstances that:

1. Conflict between consultant activities and procurement of goods or non-consulting services;
2. Conflict among consulting assignments;
3. Relationship with Borrower's staff;
4. Conflict in One Bid Per Bidder principle;
5. Others See details in Module 9

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Section 1.08 Language

- Either Japanese, English, French or Spanish selected by the Borrower shall be used for the documents related to the selection and employment of consultants.
- The authenticated contract documents can be prepared in the national language, if a domestic consultant is awarded, but a translated version of one of the above languages shall be prepared.

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Part II CONSULTING SERVICES



30

Section 2.01 Types of Assignment (1)

- a. Pre-investment studies
- b. Preparation services
- c. Implementation services
- d. Assistance in the start-up of facilities and operation
- e. Other services necessary for the project

31

Section 2.01 Types of Assignment (2)

- Taking into account the advantages of continuity of basic technical approach, functions b, c and d may be carried out by the same consultant.
- If a consultant has satisfactorily carried out function a, it shall not be excluded from the short list to carry out functions b, c and d.

32

Section 2.02 Consultants' Responsibilities

- Must exercise reasonable skill, care and diligence.
- Act as a faithful adviser to the Borrower. In the case of supervision of work and/or management aspects, the consultant may be delegated more or less authority to act on behalf of the Borrower (this must be clearly defined in the Terms of Reference)
- When differences of opinion occur between the Borrower and consultant, the consultant should provide a report to the Borrower, which is then passed (with Borrower's comments) to JICA for consideration.

33

Section 2.03 Impartiality of Consultants

- The consultants shall be demonstrably impartial in providing any consulting services so that the requirements regarding procurement under Japanese ODA Loans will fully met.

34

Section 2.04 JICA's Files on Consultants

- JICA maintains files of information on consultants and their capability and experience
 - This information can be made available to Borrowers who wish to review and assess the experience and qualifications of consultants they can consider for shortlisting.
 - The Borrower may ask for additional information from a particular consultant to form a judgment on a consultant's potential capabilities for a particular assignment.

35


Section 2.05 Monitoring by JICA

- The Borrower is responsible for supervising the consultant's performance
- JICA monitors the work to satisfy itself that it is being carried out in accordance with appropriate standards;
- JICA may take part in discussions between the Borrower and the consultant - however, JICA shall not be liable for the implementation of the project by reason of its participation in discussions;
- This provision should be clearly stated in the contract between the Borrower and the consultant.

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Part III SELECTION PROCEDURES



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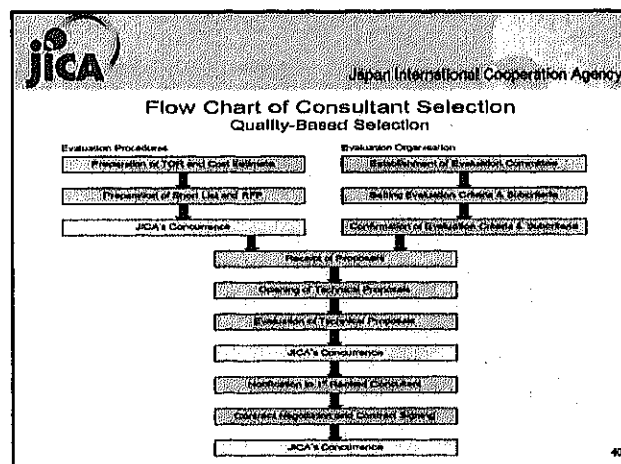
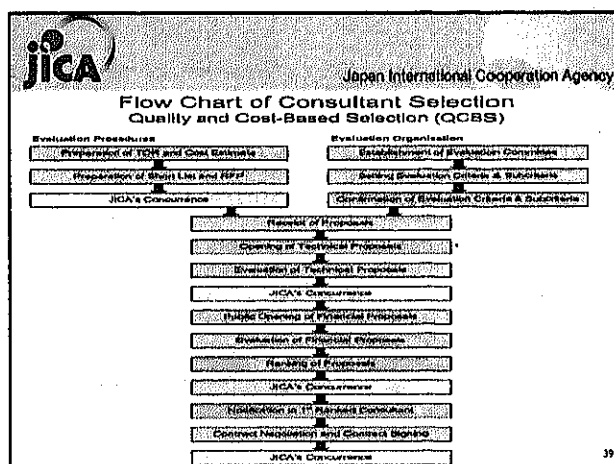
Section 3.01 General

- The Borrowers shall adopt the following procedures in the selection and employment of Consultants:

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graph TD
    A[Preparation of a Short List and Request for Proposals] --> B[Invitation to submit proposals]
    B --> C[Evaluation of proposals]
    C --> D[Negotiation and conclusion of a contract]
  
```

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Submission to JICA for Concurrence



- TOR
- Shortlist and draft RFP including draft contract format (evaluation criteria)
- Technical Proposal evaluation
- Financial proposal evaluation and ranking
- Signed contract document

Optional or Upon Request

- Detailed technical proposal evaluation criteria
- Negotiated draft contract

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Single-Source Selection (SSS)

- SSS is used only if it has a clear advantage over a competitive selection method.
- Only in exceptional cases such as:
 - Natural continuation of previous work undertaken by the consultant.
 - In emergency cases, such as in response to disasters.
 - For very small assignments
 - Where only one firm is qualified or has experience in the required assignment.

41

Section 3.02 Methods of Selection

- The methods for the selection of consultants under Japanese ODA Loans consists of:
 - Quality- and Cost-Based Selection (QCBS)
 - Quality-Based Selection (QBS)
- The method shall be agreed by the Borrower and JICA before the start of the selection process.

43

Quality- and Cost-Based Selection (QCBS)

- Method based on the quality of the technical proposal and the cost of the services.
- QCBS is the commonly recommended method.

44

Quality-Based Selection (QBS)

- Method based on the quality of technical proposal.
- QBS is used only for the assignment:
 - a. That is complex or highly specialised
 - b. where downstream impact is so large
 - c. That can be carried out in different ways or variable solutions
 - d. That includes supervision of large and complex construction works where safety measures are important.

45

Section 3.03 Preparation of the Terms of Reference (Details in Module 2)



46

Section 3.03 Preparation of Terms of Reference (TOR)

- First step in engagement of a consultant is for JICA and the Borrower to agree on:
 - a. Terms of Reference for its services
 - b. Type of consultants to be employed
 - c. Selection Method
 - d. Approximate amount of funds required for the consulting services

47

TOR - Content

- TOR is the first step and provides information on:
 - a. The objective and scope of the consulting services;
 - b. Level of authority delegated to the consultant to act on Borrower's behalf;
 - c. Project background;
 - d. Relevant data and information;
 - e. Standards and specifications to be used;
 - f. Conditions under which the work shall be performed;
 - g. Local services, personal and facilities to be provided by the client.

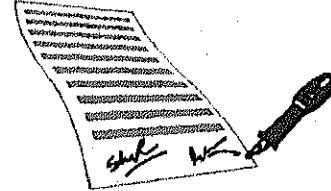
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TOR - Other Information

- Environmental consideration such as evaluation of potential environmental impact, environmental management, monitoring and audit for projects classified into specific categories in accordance with the JICA Environmental Guidelines;
- Safety measures for the implementation of all project-type loans;
- Training and technology transfer, if needed.

49

Section 3.04 Preparation of Shortlist of Consultants (Details in Module 3)



50

Section 3.04 Preparation of Short List of Consultants

- The Borrower shall prepare a Short List of Consultants after TOR have been agreed by JICA and the Borrower;
- The Short List should consist of not less than three and not more than five consultants
- JICA can provide information on consultants, should the Borrower find it difficult to compile a Short List of qualified consultants from their information or other sources.
- Use of EOI by public advertisement is optional.

51

Section 3.05 Preparation of the Request for Proposals (Details in Module2)



52

Section 3.05 Preparation of the Request for Proposals

- Use the latest version of the JICA Standard RFP.
- RFP consists of:
 1. Letter of Invitation
 2. Instructions to Consultants (Data Sheet)
 3. Technical Proposal - Sample Forms
 4. Financial Proposal - Sample Forms
 5. Terms of Reference
 6. Sample Form of Contract
 7. List of Eligible Source Countries

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Modifications to JICA's Standard RFP?

- Not allowed to:
 - ❖ Instructions to Consultants (ITC)
 - ❖ Standard Forms of Proposal
 - ❖ General Conditions of Contract
- Any specific requirements and amendments should be made through:
 - ✓ Letter of Invitation
 - ✓ Data Sheet
 - ✓ Terms of Reference
 - ✓ Special Conditions of Contract

54

Content of the RFP (1)

- Request consultants to cover in the proposal all the items required in the TOR.
- Stipulate the selection procedure including proposal evaluation criteria and conditions of contract.
- When QBS is applied, clearly state that the selection of the consultant to be invited to negotiate a contract will be made solely on the basis of the ranking of technical proposals.

55

Content of RFP (2)

- Allow 45-60 days from the date of mailing RFP to the deadline for submission of proposals
- Indicate adequate communication methods such as fax, e-mail, etc.
- Request consultants to notify the Borrower in writing within a specified time if they intend to submit proposals.

56

Content of RFP (3)

- In case of QCBS - minimum man-month for both international consultants and local consultants shall be specified in the RFP
- In case of QBS - estimated man-months should be stated by the Borrower for international and local consultants.

57

Content of RFP (4)

- QCBS - firms to submit technical and financial proposals in separate sealed envelopes at the same time - financial proposals to remain sealed until technical evaluation is completed.
- QBS - only highest-ranked consultant (following proposal evaluation) can be required to submit a financial proposal.

58

Communications during Proposal Phase

- Encourage the consultants to visit the project site.
- Allow the consultants to seek clarifications of the RFP in writing with a deadline set for final receipt of clarification requests and all clarification requests and responses communicated to all shortlisted consultants.
- For large or complex assignments, hold a pre-proposal conference.

59

Section 3.06 Reference to JICA

- RFP shall refer to JICA, stating that a Japanese ODA Loan is provided for the implementation of the Project.
- RFP shall require both the Borrower and consultants to observe the provision of the JICA's Guidelines for the Employment of Consultants.

60

Section 3.07 Sending of the Request for Proposals to Consultants

- After JICA's concurrence to the RFP and shortlist, EA issues RFP to invite all the shortlisted consultants to submit proposals.
- RFP shall be prepared in printed form.

61

Section 3.08 Evaluation of Technical Proposals (Details in Module 4)



62

Method of Proposal Evaluation

- Technical and financial proposals in separate sealed envelopes.
- Proposals are evaluated in accordance with the criteria predetermined for consultant's experience, the proposed approach and methodologies and work plan, and personnel.
- Weight will depend on the relative importance, but normally more weight to the personnel.
- Use numerical ratings and prepare an evaluation report.

63

Details of Evaluation of Proposals presented in Modules 4 and 5

Module 4 provides:

- Preparation of detailed evaluation criteria
- Method of technical proposal evaluation
- Method of financial proposal evaluation
- Method of overall ranking

Module 5 provides:

- Analysis of financial proposal (QBS)

64

Section 3.09 Public Opening of Financial Proposals (applicable only to QCBS)

- Consultants that have secured the minimum qualifying technical score are advised of the location, date and time.
- Financial proposals are opened publicly in the presence of consultants' representatives.
- The following details are announced:
 - Name of the consultants
 - Score of each technical proposal
 - Prices of each financial proposal



65


Section 3.10 Evaluation of Financial Proposals and Ranking (QCBS)

- Review the compatibility of technical and financial proposals and adjust the prices as appropriate.
- Correct arithmetical errors.
- Calculate financial score, and then total score with predetermined weight between technical and financial proposals.
- Determine the overall ranking.

66

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Section 3.11 Contract Negotiations (Detailed in Module 5)



67

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Negotiations Procedures

- In case of QBS, the consultant who is first-ranked in technical proposal evaluation is invited.
- In case of QCBS, the consultant who is first-ranked in the combined evaluation of technical and financial proposals is invited.
- If no agreement reached on a contract within a reasonable time, terminate negotiations with the first-ranked consultant and invites the second-ranked consultant after consultation with JICA.

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Section 3.12 Notification to Unsuccessful Consultants and Debriefing

- Promptly after completion of negotiations with the selected consultant, the other consultants should be notified that they have been unsuccessful.
- Should an unsuccessful consultant request the Borrower to explain the reasons why his proposal was not selected, the Borrower should promptly provide an explanation in writing or in a meeting.

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Section 3.13 Information to be made Public

- JICA makes public the following:
 - Names of consultants which submitted proposals
 - Technical score points to each consultant
 - Offered prices of each consultant
 - Overall ranking of the consultants
 - Name and address of the consultant awarded contract
 - Contract amount and date

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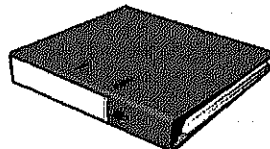
Section 3.14 Process to be Confidential

- No information relating to the evaluation of proposal and recommendations concerning award of contract shall be disclose to any persons not officially concerned with the process until a contract has been awarded to a consultant.

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Part IV The Contract (Details in Module 6)



72

Section 4.01 General

- Use the Standard Form of Contract, Time-Based or Lump-Sum included in the RFP.
- Prepare the contract in such detail as to protect the interest of both the parties.
- General Conditions of Contract (GCC) must not be modified under any circumstances.
- Special Conditions (SCC) provide whatever amendments of and supplements to GCC.

73

Section 4.02 Scope of the Project and of the Consulting Services

- The contract describes:
 - Scope of the Project and of Services to be rendered by the consultant.
 - The consultant shall review the content of the safety measures to be proposed by the contractor for the Project

74

Section 4.03 Duration of Contract

- The contract shall specify the duration of the contract from the commencement of the services to its completion.

75

Section 4.04 Conditions relating to Validity of Contract

- The contract shall includes a clause specifying on what conditions the contract becomes effective and valid.

76

Section 4.05 Responsibility of the Parties

- Clearly describe the responsibilities of the Borrower and the consultant and the relationship between them.
- States “jointly and severally” or “solely” responsible for performance under the contract, when the consultant forms either a joint venture or association.

77

Section 4.06 Contract Amount

- State the total amount or the ceiling of fees to be paid to the consultant.
- Time-based payment method is recommended.
- Other modes of payments include a lump sum or cost-plus-fixed fee payment.

78

Section 4.07 Consultants' Costs and Fees

- personal costs and reimbursable expenses.
- Reimbursable expenses include travel, equipment and other incidentals necessary to perform the services and paid on a reimbursable basis.
- Provisional sums to be converted as the cost of goods and services needed.
- Contingencies (price and physical)- usually 5-10% of contract amount).

79

Section 4.08 Currency in which Costs and Fees are to be Expressed

- Japanese Yen will normally be used, as the Loan is denominated in Japanese Yen
- Other international trading currencies such as US Dollar, Euro will be used.
- The currency of the country of the Borrower may be used for any portion of expenditure that will be spent locally.

80

Section 4.09 Conditions and Methods of Payment

- The contract will specify:
 - conditions and methods of payment, currencies of payment and rates of exchange;
 - schedules of advance payment, progress payment and final payment;
 - Withholding of final payment and duration.

81

Section 4.10 Ownership and Disposal of Equipment

- The contract stipulates the ownership of equipment to be procured, and the manner of disposal thereof after the services, if needed.

82

Section 4.11 Services to be provided by the Borrower

- Counterpart staff
- Maps, aerial photos, data and statistics
- office space, and utilities supply
- equipment
- Vehicles, housing

83

Section 4.12 Privileges and Immunities of the Consultants

- State clearly what privileges and immunities the consultant will be accorded such as visas and work permits.
- State explicitly if the consultant is exempted from local taxes such as corporate and personal income taxes, VAT, customs duties, etc.

84

Section 4. 13 Serious Hindrances

- The consultant shall report to the Borrower and JICA promptly the occurrence of any event or conditions which might delay or prevent completion of any significant part of the Project; and
- Immediately after receiving the report from the consultant, the Borrower forward copy to JICA for its comments.

23

Section 4.14 Reports

- The contract shall specify the scope, number, type and frequency of the reports to be prepared and submitted by the consultant to the Borrower.
- These reports will include inception report, monthly progress reports, interim report, annual reports and final report, and ad hoc reports such as survey, study and design reports.

24

Section 4.15 Copyright

- The contract shall specify whether the copyright of documents produced by the consultants under the contract rests with the consultant or the Borrower.

25

Section 4.16 Modifications

- Any change or modification of the contract shall be made in writing between the two parties.
- The changes will include changes in staff required by the Borrower or proposed by the consultant.

26

Section 4.17 Force Majeure

- The contract shall provide:
 - Force Majeure conditions under which the consultant is released from its obligations;
 - Procedures to determine the force majeure;
 - Rights and obligations of the Borrower and the consultant (e.g. payments including reimbursement of cost incidental to the force majeure situation.

27

Section 4. 18 Termination

- The contract includes a clause specifying cases in which either party may propose to terminate the contract.
- Termination will be in case of unsatisfactory performance of the consultant, non-payment by Borrower to consultant, etc.
- Notification for termination will be 30-60 days.
- The consultant shall be entitled to payment for expenses up to the termination date.

28

Section 4.19 Settlement of Disputes

- Provisions for the settlement of disputes shall be stipulated in the contract.
- International commercial arbitration administered by an international arbitration institution in a neutral venue (e.g. ICC) has practical advantages.
- These provisions shall be stipulated, unless JICA agreed otherwise.

91

Section 4.20 Applicable Laws

- The contract shall stipulate which laws shall govern its interpretation and performance.
- Provisions given in the Exchange Note and the Loan Agreement shall be taken into consideration.

92

What you have learned from this session

- JICA's Policy and General Principles for Employment of Consultants
 - Borrower's Responsibilities
 - JICA's Review
 - Corrupt/Fraudulent Practices
- Consulting Services
 - Types of Consultants
 - Responsibilities of Consultants
 - Conflicts of Interest

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What you have learned from this session (2)

- Selection Procedures
 - Method of Selection
 - Preparation of the Terms of Reference (TOR)
 - Preparation of Short List of Consultants
 - Preparation of the Request for Proposals
 - Reference to JICA
- Evaluation of Proposals - Basic Principles
- Introduction to Contract Negotiations

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End of Session Day 1

Thank you for your participation and see you tomorrow.

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APPENDIX 2

List of Projects and Mission Schedule for FY 2012 Updated in May 2012

No.	Country	Project Name	L/A - (Planned)	No. of mission	Schedule	Priority	1st Mission	2nd Mission	3rd Mission
1	Indonesia	Railway Double Tracking on Java South Line Project Railway Double Tracking on Java South Line Project	IP-548	N/Y	tbd	A	tbd	tbd	tbd
2	Indonesia	Upper Citarum Basin Flood Management Sector Loan	2012.6-7(P)	2	tbd	C	Done	tbd	tbd
3	Indonesia	Bandung Intra Urban Toll Road Project	2012.6-7(P)	1	tbd	A	Done	tbd	tbd
4	Indonesia	Lumut Balai Geothermal Power Plant Project	2012.6-7(P)	1	tbd	A	Done	tbd	tbd
5	Indonesia	GDAP (Hululais Geothermal Power Plant Project (E/S))	2012.6-12(P)	2	tbd	A	Done	tbd (RFP preparation)	tbd (evaluation)
6	Indonesia	Urgent Disaster Reduction Project for Mt. Merapi and Lower Progo River Area-Phase II	2012.6-7(P)	2	2012.9-10	A	2012.9-10	tbd	tbd
7	Indonesia	Countermeasure for Sediment in Wonogiri Multipurpose Dam Reservoir (II)	2012.6-7(P)	2	tbd	A	tbd	tbd	tbd
8	Indonesia	Professional Human Resource Development Project (IV)	2012.6-7(P)	2	tbd	A	tbd	tbd	tbd
9	Indonesia	Regional Infrastructure for Social and Economic Development Project (II)	2012.6-7(P)	2	tbd	A	tbd	tbd	tbd
10	Indonesia	Metropolitan Arterial Road Improvement Project	2012.6-7(P)	1	2012.6-10	A	2012.6-10	tbd	tbd
11	Indonesia	Backbone Transmission Development Project in Western Java	2012.6-7(P)	N/Y	tbd	A	tbd	tbd	tbd
12	Indonesia	Tulehu Geothermal Power Generation Project (E/S)	2012.6-7(P)	2-3	tbd	B	Done	tbd	tbd
13	Indonesia	Indramayu Coal-fired Power Plant Project (I)	2012.6-7(P)	2-3	tbd	A	Done	12/3/13-22	tbd
14	Vietnam	Hoa Lac Science and Technology City Development Project (I)	2012.3(P)	1-2	2012.4	C	12/4/15-28	tbd	tbd

No.	Country	Project Name	L/A (Planned)	No. of mission	Schedule	Priority	1st Mission**	2nd Mission**	3rd Mission
15	Vietnam	Project For Disaster And Climate Change Countermeasures Using Earth Observation Satellite (I)	2012.3(P)	1-2	2012.7-	B	tbd	tbd	tbd
16	Vietnam	Protection Forests Restoration and Sustainable Management Project	2012.3(P)	1-2	2012.7-	C	12/6/3-9	tbd	tbd
17	Vietnam	North Nghe An Irrigation System Upgrading Project	2012.9(P)	1-2	2012.10	C		tbd	tbd
18	Laos	Southern Region Power System Development Project	2012.3(P)	1-2	tbd	C	-	12/4/	2012.7-8
19	Timor-Leste	National Road No. 1 Upgrading Project (2 nd mission)	2012.3	1-2	tbd		Done	2012.8	tbd

Note: *Projects No.7-No.11 may be excluded from the list if no request is made by the Government of Indonesia in due course.

"P" denotes "planned."

Priority: "A" denotes the highest, followed by "B" and "C."

"tbd" denotes "to be determined."

APPENDIX 3

List of Projects and Mission Schedule for FY 2012 Updated in January 2013

No.	Country	Project Name	L/A (Planned)	No. of missions	Scheduled date	Priority	1st Mission	2nd Mission	3rd Mission	Status
1	Indonesia	Upper Citarum Basin Flood Management Sector Loan	2013.2-3(P)	2	2013.4-5	C	Done	2013.4-5	tbd	
2	Indonesia	Bandung Intra Urban Toll Road Project	N/Y	1	tbd	A	Done	tbd	tbd	
3	Indonesia	Lumut Balai Geothermal Power Plant Project III	2013.6-7(P)	1	tbd	A	Done	tbd	tbd	
4	Indonesia	GDAP (Hululais Geothermal Power Plant Project(E/S))	2013.6-7(P)	2	tbd	B	Done	tbd (RFP preparation support)	tbd (evaluation)	
5	Indonesia	Urgent Disaster Reduction Project for Mt. Merapi and Lower Progo River Area-Phase II	2013.3 (P)	2	2013.4-5	A	2013.4-5	tbd	tbd	
6	Indonesia	Countermeasure for Sediment in Wonogiri Multipurpose Dam Reservoir (II)	2013.4-5(P)	2	2013.4-5	A	2013.4-5	tbd	tbd	
7	Indonesia	Professional Human Resource Development Project (IV)	2013.4-5(P)	2	2013.4-5	A	2013.4-5	tbd	tbd	
8	Indonesia	Regional Infrastructure for Social and Economic Development Project(II)	2013.4-5(P)	2	2013.4-5	A	2013.4-5	tbd	tbd	
9	Indonesia	Metropolitan Arterial Road Improvement Project	2013.4-5(P)	1	2013.4-5	A	2013.4-5	tbd	tbd	
10	Indonesia	Tulehu Geothermal Development Project (E/S)	2013.2-3(P)	2	2013.4-5	B	Done in H23	2013.4-5	tbd	RFP done 10/18
11	Vietnam	Hoa Lac Science and Technology City Development Project (I)	2012.3(P)	1-2	2013.4	C	12/4/15-28	tbd	tbd	Need of mission being confirmed

No.	Country	Project Name	L/A (Planned)	No. of missions	Scheduled date	Priority*	1st Mission**	2nd Mission**	3rd Mission	Status
12	Vietnam	Project For Disaster And Climate Change Countermeasures Using Earth Observation Satellite (I)	2012.3(P)	1-2	2013.7-	B	12/9/2-14	In or after Feb 2013	tbd	
13	Vietnam	Protection Forests Restoration and Sustainable Management Project	2012.3(P)	1-2	2013.7-	C	12/6/3-13	13/1/6-12	tbd	Proposal evaluation on progress
14	Vietnam	North Nghe An Irrigation System Upgrading Project	2012.9(P)	1-2	2013.10	C		tbd	tbd	
15	Vietnam	Regional and Provincial Hospitals Development Project (II)		1-2			Done on 8 - 14 Jan 2012	Done on 24 to 28 Sep 2012	tbd	Financial proposal evaluation done 13/1/17
16	Laos	Southern Region Power System Development Project	2012.3(P)	1-2		C	Done on 2-10 Apr 2012	Done on 23 Jul-1 Aug 2012	12/7/22-8/2	Contract concurred 12/12/26
17	Timor-Leste	National Road No. 1 Upgrading Project (2 nd mission)	2012.3	1-2			Done in H23	12/8/27-9/1	tbd -	Contract negotiation
18	Myanmar (additional)	Urgent Rehabilitation and Upgrade Project	2012.12	2-3	2012.10 and 2013.1	C	After March 2013	tbd	tbd Evaluation	
19	Myanmar (additional)	Regional Development Project for Poverty Reduction	2012.12	2-3	2012.10 and 2013.1	C	Feb 2013	tbd	tbd	After pledge
20	Myanmar (additional)	The Project for Development of Thilawa Area	2012.3	2-3	2013.1 and 2013.3	C	In or after March 2013	tbd	Evaluation	
21	Philippines	NISRIP	2012.3	1			Done on 29 Jan - 4 Feb 2012	Done on 6-19 Jan 2013	13/01/6-19	Evaluation on progress
22	Philippines	MINSAAD	2012.3	1			Done on 29 Jan - 4 Feb 2012	Done on 6-19 Jan 2013	13/01/6-19	Evaluation on progress

No.	Country	Project Name	L/A (Planned)	No. of missions	Scheduled date	Priority	1st Mission	2nd Mission	3rd Mission	Status
23	Philippines (additional)	FMP	2011.11(P)		2011.11		Done in 2011	Done on 6-19 Jan 2013	tbd	Evaluation on progress
24	Philippines (additional)	FRIMP	2012.3		2012.1		Done in 2011	Done on 6-19 Jan 2013	tbd	
25	Malaysia (additional)	Development Project of Malaysia - Japan International Institute of Technology (MIIT)	2011.12	1		C	Loan expert	12/9/2-5	tbd	Contract negotiation
26	Laos (additional)	Nam Ngum 1 Hydropower Station Expansion Project	2013.2		2013.2-		Late Feb 2013	tbd	tbd	

Note: Projects No.6-No.9 for Indonesia may be excluded from the list if no request is made by the Government of Indonesia in due course.
 "tbd" denotes "to be determined".

APPENDIX 4

List of Projects and Missions Proposed for FY2013

No.	Project Name	L/A (Planned)	Category	No. of Mission	1st Mission	2nd Mission	3rd Mission
Indonesia							
1	Upper Citarum Basin Flood Management Sector Loan	2013.2-3 (P)	C	2	Done	2013.7-8	
2	Bandung Intra Urban Toll Road Project	tbd	A	1	Done	-	
3	Lumut Balai Geothermal Power Plant Project	2013.6-7 (P)	A	1	Done	-	
4	Hululais Geothermal Power Plant Project (E/S)	2013.6-7 (P)	A	2-3	Done	tbd (repeat RFP)	tbd
5	Urgent Disaster Reduction Project for Mt. Merapi and Lower Progo River Area (II)	2013.3 (P)	A	2	2013.3-4	tbd	
6	Countermeasure for Sediment in Wonogiri Multipurpose Dam Reservoir (II)	2013.4-5 (P)	A	2	2013.6-7	tbd	
7	Professional Human Resource Development Project (IV)	2013.4-5 (P)	A	2	2013.4-5	tbd	
8	Regional Infrastructure for Social and Economic Development Project (II)	2013.4-5 (P)	A	2	2013.4-5	tbd	
9	Metropolitan Arterial Road Improvement Project	2013.4-5 (P)	A	1	2013.4-5	-	
10	Tulehu Geothermal Development Project (E/S)	2013.2-3 (P)	A	2	Done	2013.4-5	
11	首都圏鉄道輸送能力強化	2013.2-3 (P)	A	2	2013.4-5	tbd	
12	MRT 東西線 (E/S)	2013.2-3 (P)	A	2	2013.4-5	tbd	
13	チラマヤ新港開発事業	2013.4-5 (P)	A	2	2013.4-5	tbd	
14	ジャカルタ特別州下水道整備事業	2013.4-5 (P)	A	2	2013.4-5	tbd	
15	西ジャワ州廃棄物処理施設整備事業 (E/S)	2013.4-5 (P)	A	2	2013.4-5	tbd	
Vietnam							
16	Hoa Lac Science and Technology City Development Project (II)	2012.3	C	1-2	Done	tbd	
17	Project for Disaster and Climate Change Countermeasures Using Earth Observation Satellite (I)	2011.11	B	1-2	Done	tbd	

Project Name		L/A (Planned)	Category	No. of Mission	1st Mission	2nd Mission	3rd Mission
18	North Nghe An Irrigation System Upgrading Project	2013.3 (P)	C	1-2	Done	tbd	
19	オモン3コンバインドサイクル発電所建設事業	2013.3 (P)	A	1-2	tbd	tbd	
20	ハノイ都市鉄道建設事業 (1号線)	2013.3 (P)	B	1	2013.4-5	-	
21	第二期国道・省道橋梁改修事業	2013.3 (P)	C	1-2	2013.5-6	tbd	
22	ハノイ市エンサ下水道整備事業	2013.3 (P)	C	1-2	2013.5-6	tbd	
23	ダニム水力発電所拡張事業	2013.9 (P)	C	1-2	2014.1-3	tbd	
24	ハノイ市環状3号線整備事業 (マイヅック-南タンロン間)	2013.9 (P)	C	1-2	2013.10-11	tbd	
Laos							
25	Nam Ngum Hydropower Station Expansion Project	2013.3 (P)	A	1-2	Done	2013.8	
Philippines							
26	マニラ首都圏大量旅客輸送システム拡張事業	2013.3 (P)	A, B	2	2013.4	tbd	
27	新ボホール空港建設及び持続可能型環境保全事業	2013.3 (P)	A, B	2	2013.4	tbd	
28	メトロマニラ立体交差建設事業 (VI)	2013.7 (P)	B	2	2013.8-9	tbd	
29	カビテ・ラグナ 高速道路建設事業 (ラグナ区間)	2013.7 (P)	A	2	2013.8-9	tbd	
30	フィリピン沿岸警備隊海上安全能力強化事業	2013.12 (P)	B	2	2013.12	tbd	
Myanmar							
31	Urgent Rehabilitation and Upgrade Project	2013.3 (P)	A	2-3	after 2013.4	tbd	tbd
32	Regional Development Project for Poverty Reduction	2013.3 (P)	A	2-3	Done	tbd	tbd
33	The Project for Development of Thilawa Area	2013.3 (P)	A	2-3	after 2013.4	tbd	tbd

Category)

A: Estimated contract amount for consultant is more than 500 mil.yen

B: STEP is applied

C: Project required other special assistance

Mission)

1st mission: Assistance for RFP

2nd mission: Assistance for evaluation of proposal

3rd mission: if required

