

# Project Administration Manual

Project Number: 41435-054  
Loan Numbers: 2599/8243  
Grant Numbers: 0186/0191/0192  
August 2017

Kingdom of Cambodia: Tonle Sap Poverty Reduction  
and Smallholder Development Project – Additional  
Financing

## ABBREVIATIONS

|         |   |  |
|---------|---|--|
| ADB     | – | Asian Development Bank   |
| CARD    | – | Council for Agriculture and Rural Development  |
| CDF     | – | community development fund   |
| CMAW    | – | commune mobile access worker   |
| DOA     | – | District Office of Agriculture   |
| DRM     | – | disaster risk management   |
| DRR     | – | disaster risk reduction  |
| DST     | – | district support team  |
| EARF    | – | environmental assessment and review framework  |
| EMP     | – | environmental management plan  |
| FTP     | – | full technical proposal  |
| GAP     | – | gender action plan   |
| GDR/IRC | – | General Department of Resettlement/Interministerial Resettlement Committee             |
| GRM     | – | grievance redress mechanism  |
| ha      | – | hectare  |
| ICS     | – | individual consultant selection  |
| ICT     | – | information and communication technology   |
| ID-Poor | – | identification of poor   |
| IEE     | – | initial environmental examination  |
| IFAD    | – | International Fund for Agricultural Development  |
| km      | – | kilometer  |
| LIG     | – | livelihood improvement group   |
| M&E     | – | monitoring and evaluation  |
| MAFF    | – | Ministry of Agriculture, Forestry and Fisheries  |
| MEF     | – | Ministry of Economy and Finance  |
| MIG     | – | market improvement group   |
| MPTC    | – | Ministry of Posts and Telecommunications   |
| NCB     | – | national competitive bidding   |
| NCDDS   | – | National Committee for Sub-National Democratic Development Secretariat                 |
| NCDM    | – | National Committee for Disaster Management   |
| O&M     | – | operations and maintenance   |
| PAM     | – | project administration manual  |
| PIC     | – | project implementation consultant  |
| PIM     | – | project implementation manual  |
| p-m     | – | person-month   |
| PMU     | – | project management unit  |
| PPMS    | – | project performance and monitoring system  |
| PRC     | – | procurement review committee   |
| PST     | – | provincial support team  |
| SOE     | – | statement of expenditure   |
| SPS     | – | Safeguard Policy Statement   |
| SSP     | – | special service provider   |
| TSSD    | – | Tonle Sap Poverty Reduction and Smallholder Development Project                        |
| TSSD-AF | – | Tonle Sap Poverty Reduction and Smallholder Development Project - Additional Financing |

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## **Project Administration Manual Purpose and Process**

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

The Ministry of Agriculture, Forestry and Fisheries (MAFF) and the National Committee for Sub-National Democratic Development Secretariat (NCDDS) are wholly responsible for the implementation of ADB financed projects, as agreed jointly between the borrower and ADB, and in accordance with the policies and procedures of the government and ADB. ADB staff is responsible to support implementation including compliance by MAFF and NCDDS of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At loan negotiations, the borrower and ADB shall agree to the PAM and ensure consistency with the loan and grant agreements. Such agreements shall be reflected in the minutes of the loan negotiations. In the event of any discrepancy or contradiction between the PAM and the loan and grant agreements, the provisions of the loan and grant agreements shall prevail.

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



## I. PROJECT DESCRIPTION

1. Constraints to poverty reduction and smallholder development in Cambodia include: (i) low productivity because of inefficient use of land, water, labor, and capital; (ii) poor productive infrastructure resulting in high costs and restricted access to markets; and (iii) limited access to rural financial services. To address these constraints, in 2009, the Asian Development Bank (ADB) approved the Tonle Sap Poverty Reduction and Smallholder Development Project (TSSD), which has achieved solid achievements in productive infrastructure and livelihood improvement. The government of Cambodia (the government), ADB and IFAD project teams concluded that successful project activities should be scaled up to broaden the benefits of increased rural incomes and economic development. The additional financing to the TSSD (TSSD-AF) will expand activities on climate-responsive productive infrastructure from 196 communes in five provinces (Banteay Meanchey, Kampong Cham, Kampong Thom, Siem Reap, and Tboung Khmum), to 271 communes in seven provinces, including the two additional provinces of Battambang, and Prey Veng in the Tonle Sap Basin, and further develop an enabled environment for agricultural productivity, diversification, and climate resilience (See Appendix 1 for the list of district and communes of the TSSD-AF). The inclusion of women, smallholding farmers, and poor people will remain a priority. Consistent with the current project, the AF will enhance agricultural productivity and improve access to markets, resulting in better livelihoods and higher incomes in the project areas, with the added benefit of enhanced resilience to disaster and climate risks.<sup>1</sup>

2. **The original project.** The TSSD, co-financed by a loan of \$3.40 million and a grant of \$27.30 million from the Asian Development Fund resources, a loan of \$6.69 million and a grant of \$6.69 million financed by IFAD, and a grant of \$1.60 million financed by the Government of Finland, was designed to foster community-driven infrastructure, and capacity development in livelihood improvement. Its outcome is increased agricultural productivity and improved access to markets in 196 communes in the Tonle Sap Basin. It has three outputs: (i) community driven development through block grants; (ii) enabling environment for increased agricultural productivity and diversification; and (iii) effective project management. The Ministry of Agriculture, Forestry and Fisheries (MAFF), and the National Committee for Sub-National Democratic Development Secretariat (NCDDS) are the executing agencies of the TSSD.

3. The TSSD-AF will change the original project scope by expanding the project area from five to seven provinces, and enhancing climate and disaster resilience in these provinces. The number of beneficiary households will increase from 430,000<sup>2</sup> to 650,000<sup>3</sup> (See Appendix 2 for the list of target communes and number of households per commune). The aggregate impact will be livelihoods in target communes and climate resilience in seven provinces in the Tonle Sap Basin improved. The aggregate outcome will be agricultural productivity increased, climate and disaster resilience strengthened, and access to markets improved in 271 communes in seven provinces in the Tonle Sap Basin.

4. The three main outputs of the overall project are described below:

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<sup>1</sup> ADB provided project preparatory technical assistance for the TSSD-AF (TA 9167-CAM).

<sup>2</sup> ADB. 2009. *Report and Recommendation of the President to the Board of Directors: Proposed Loan and Asian Development Fund Grant and Administration of Grants and Loan to the Kingdom of Cambodia for the Tonle Sap Poverty Reduction and Smallholder Development Project*. Manila.

<sup>3</sup> The number of beneficiary households for TSSD was 630,000 households at project start-up in 2009. However, the number of beneficiary households in the original TSSD communes has fallen to 430,000, based on statistics by NCDDS – Appendix 2. The change is probably because of migration (both internal and cross-border) but this has not been analyzed. Under TSSD-AF, 75 communes have been added to the existing 196 communes, and the number of beneficiary households has increased to 650,000.

**1. Output 1: Rural productive infrastructure and livelihood improved with capacity in disaster risk management (DRM) enhanced.**

**a. Rural roads and small scale irrigation**

5. TSSD-AF will rehabilitate up to 450 kilometers (km) of disaster risk reduction (DRR) roads in commune areas prone to floods, and 6,000 hectares (ha) of irrigation (secondary or tertiary canals) capable of supporting at least two crops per year, and other facilities that may be identified from the market improvement groups (MIGs) or paddy selling groups. All infrastructure for investment will be included in the commune development plans and commune investment plans, confirming community interest and/or requests from the MIGs or paddy selling groups, and funds to contractors will be paid by relevant commune councils.

6. Final site selection, design, support to bid preparation, and construction supervision will follow subproject selection criteria presented in Appendix 3, and will be undertaken by a consulting firm, – the design and supervision consultants,<sup>4</sup> to be recruited by the National Committee for Sub-National Democratic Development Secretariat (NCDDS). For all proposed subprojects, the design and supervision consultants will undertake a preliminary study to ensure that the subproject meets economic, physical and safeguards criteria. Further, to the extent possible, DRR measures will be integrated into the design of infrastructure by the design and supervision consultants following recommendations provided in Appendix 3. Full feasibility studies will be undertaken of proposed subprojects where any selection criteria are uncertain.

7. The design and supervision consultants will prepare detailed engineering designs and bidding documents for all approved subprojects. NCDDS and the provincial support teams (PST) will ensure that all subproject designs are technically cleared by relevant provincial technical departments. In particular, road designs will be approved at the provincial level by the Provincial Department of Rural Development, while irrigation designs will be approved by the Provincial Departments of Water Resources and Meteorology following subproject clearance procedures stipulated in the Commune/Sangkat Project Implementation Manual (PIM). The design and supervision consultants will ensure that operation and maintenance (O&M) committees and user groups composed of volunteers selected from the community are formed soon after a subproject has been selected for funding (if these do not already exist) and will support community involvement in O&M where appropriate (including ensuring necessary training is provided from the O&M budget). Community participation in procurement may be applied for O&M of infrastructure for contracts below \$30,000. Once feasibility studies and designs are approved by NCDDS (and in the case of feasibility study, ADB),<sup>5</sup> the design and supervision consultants will support commune councils and/or the PST to prepare tender documents and contract construction. When the total cost for each subproject is below \$30,000, the procurement procedures will follow that of the PIM, to be conducted by the commune council. For subprojects at a cost of \$30,000 or above, procurement will be conducted by a procurement review committee (PRC) and a bid evaluation committee, which will be set up at the provincial level following the government's standard operating procedures<sup>6</sup> and the additional procedures on procurement of works at the provincial level, to be submitted by the government to ADB for approval. These committees may be headed by the provincial facilitator of the PST with representative from

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<sup>4</sup> The terms of reference of the design and supervision consultants are included in Appendix 7.

<sup>5</sup> ADB may review the first one or two bidding documents, and if they are of the quality accepted by ADB, subsequent bidding documents will follow post review procedures upon request.

<sup>6</sup> The standard operating procedures for all externally financed projects and programs in Cambodia, promulgated in May 2012, contains guidelines and procedures for managing externally-financed projects, particularly in the areas of project management, procurement and financial management.

relevant communes and relevant provincial technical departments as members. However, relevant commune councils will remain project owners to manage the contract, and monitor the construction. The design and supervision consultants will assist commune councils to monitor construction standards and facilitate monthly coordination at the provincial level to avoid delays in implementation and/or fund flow. The role of the PST at this stage will be in collating and forwarding financial information relative to fund replenishment and supporting design and supervision consultants to ensure that irrigation subprojects are or will be registered with the Cambodia Information System on Irrigation Schemes, and the road subprojects are or will be registered with the Ministry of Rural Development's road inventory to ensure access to O&M funding and support by the Government beyond the implementation period of the TSSD-AF.

#### **b. Support to new and old livelihood improvement groups**

##### **8. Livelihood improvement groups (LIGs) already established in TSSD communes.**

Continued support will be given to some 30,000 households in 1,241 LIGs formed under the current project by establishing the LIG association. The association will be supported in the first three years on a declining scale through a special service provider (SSP) for LIG Support (SSP 7), and thereafter is expected to operate on the basis of self-financing through fees of \$20 per month collected from the LIG members. The association will support bookkeeping, audit and financial monitoring undertaken by member LIGs, and will use surplus funds to contract livelihood support service providers and trainers on further economic activities identified by the LIG members. SSP 7 will also provide capacity building support to the association in terms of development of the business plan, development of new services, and annual supervision support or any others need as required by the association.

##### **9. New LIGs in 75 additional communes in Battambang, Kampong Thom, and Prey Veng:**

An additional 759 LIGs will be established, including some 19,000 households, using the successful model implemented under TSSD through SSP 7. The project will provide funding support to new LIGs to establish revolving fund with an amount not exceeding \$240 per member. Support will be provided to new LIGs in establishing, defining regulations, bookkeeping, and general management. All new LIGs will be offered the opportunity to join the association. All LIGs will also be given additional support for the development of a savings scheme by LIG members themselves through SSP 7.

**10. Service teams:** SSP 7 will also scale up a proven market-based model for climate resilient rice production and crop diversification in rainfed areas where labor is in short supply. In each TSSD-AF commune, intensive extension training will be given to a single service team of some 22 members drawn primarily from the LIGs and including small farmers, the landless, land-poor, women, and youth. Experience in provinces where the model has already been developed is that the majority of service team members are women. Training will ensure a high competence in climate-resilient rice cultivation, other crop or livestock husbandry and small-scale processing. Loans will be available from LIGs to support the service teams to buy equipment out of the revolving fund. Teams will be supported with resourcing, marketing and coordination services until they have established a viable client base selling on a defined scale of charges, a range of services including transplanting, weeding, harvesting, and marketing to smallholder farmers with established land tenure but labor shortage. Service teams will be linked to Women Farmer's Network and best members developed as fee for service commune extension agents (operating in a similar manner to village animal health workers). To help the service teams towards self sufficiency and sustainability beyond the project life, training will also be provided in finance, marketing, small business management and entrepreneurship. In addition, under SSP 7, DRR training will be delivered to all LIG members.

11. **Commune mobile access workers (CMAWs):** 271 CMAWs will be recruited by the commune councils to deliver mobile access interactive media services under both outputs 1 and 2 at the community level and to act as a mobile access intermediary transferring information to farmer groups and project related data back to the TSSD-AF management.

**c. DRR Training and Planning for Commune Councils**

12. The National Committee for Disaster Management (NCDM), established in 1995, is the country's main disaster management agency for facilitating inter-ministerial responses to emergency and disaster events. Grant 9178-CAM: Community-Based Disaster Risk Reduction Project funded by the Japan Fund for Poverty Reduction developed a commune level training and planning program. TSSD-AF will support the NCDM Secretariat to scale-up this program into target communes that are vulnerable to flooding. NCDM Secretariat will need to ensure that there would be no duplication of training in any communes that will be covered by the TSSD-AF and the Grant 9178-CAM Project. The training and planning process will gradually support the commune councils in identifying and planning DRR infrastructure improvement, supporting improved DRR at commune level. This support may be provided under a letter of agreement with NCDDS.

**2. Output 2: Enabling environment for increased agricultural productivity, diversification and climate resilience**

**a. Value Chain Support and Market Linkages**

13. TSSD-AF aims to increase returns for farmers in the target communes and districts in the seven provinces with a focus on private sector engagement in value chains development and marketing. Support will focus on four value chains where opportunities to add value have been identified (rice, chicken, vegetables and fish-farming). Three main areas of support will be provided: (i) development of all aspects of the value chains for rice, chicken, and vegetables. This support will be provided through district value chain working groups for three years working with MAFF, PSTs and District Offices of Agriculture (DOAs) and will focus on developing links with the private sector to assist farmers overcome value chain bottlenecks; (ii) establishment of 364 MIGs and introduction of a brokering service to develop these MIGs to improve upstream and downstream value chain performance for rice, chicken, vegetables and fish-farming (if viable existing groups engaged in fish farming are identified). MIGs will receive extension support for rice, chicken and vegetables for up to three years until extension support can be provided under private sector contracts; and (iii) small-and medium-enterprise development, mainly for chick and chicken production and chicken feed, but also including relevant small-and medium enterprises in other value chains. A special service provider for agriculture value chains and market linkages (SSP 8) will be recruited to provide these three areas of support.

14. Under the first area of support, SSP 8 will train district agricultural office staff to act as value chain cluster organizers together with the commune councils. The DOAs will work with commune councils to facilitate quarterly meetings between input suppliers, farmers, and processors/traders for a two-year period. Thereafter, meetings will be held annually to review progress. They will bring together input suppliers, local producers and processors, and upstream buyers of produce in the commune multi-stakeholder value chain platforms to investigate bottlenecks for rice, chicken, fish-farming and vegetables to identify value chain bottlenecks and potential solutions. Value chain working groups will be established in each of the TSSD-AF's 37 districts to coordinate initiatives arising from the value chain cluster meetings and to identify general initiatives to assist all farmers in the district. District and commune brokers recruited by

SSP 8 will attend both commune level multi-stakeholder value chain platforms and district level value chain working group meetings to identify groups of farmers to convert into MIGs and to ensure the involvement of relevant private sector operators.

15. Under the second area of support, district and commune brokers recruited by SSP 8 will establish at least 364 MIGs initially from amongst the 18,200 LIG households where farmers are willing to adopt the Good Agriculture Practices and willing to produce for market sale. The objective of the commune brokers is to increase returns to MIG members through reducing the cost of inputs and increasing the price of outputs by facilitating bulk purchases and sales and to negotiate contracts with farmers and buyers that include extension. At least 196 backyard chicken MIGs, 84 vegetable MIGs, 84 rice MIGs and possibly 84 aquaculture MIGs will be formed and 70% of them are expected to be functioning sustainably at project end. Additional profit to the MIG members will be the indicator to be monitored by the TSSD-AF. At least 70% of the chicken MIG members will be existing LIG members whilst other MIGs will develop in communes where opportunities are identified (fish farming, vegetable production, and commercial rice production). Support for the commune brokers will be fully funded by the TSSD-AF for the first year of the project and thereafter on a reducing scale (Year 1: 100%, Year 2: 70%, and Year 3:40%). For the first three years, the SSP 8 will work with the DOAs and Provincial Agriculture Marketing and Rural ICT Coordinators to provide additional support to MIGs, fully funded for two years and 50% funded in year 3. By year 4 it is expected that the SSP 8 will transition to a limited liability company that is financially supported by the brokering service. For example, initially rice MIGs will be supported to introduce value-adding opportunities for rice such as better use of inputs through group purchasing, technology innovation for increased production, grading and use of moisture meters to monitor drying, aggregation of grain to reduce buyer transactional costs, and concerted production of single varieties to supply rice of genetic purity as required by rice mills seeking export markets. SSP 8 will also work with MAFF General Department of Agriculture, which will support the rice MIGs to work with provincial research stations to trial climate resilient varieties and identify those that have a market demand. Once trials are complete and proven to be successful, the commune brokers will negotiate supply contracts between rice MIGs and provincial research stations and rice seed producer groups at prices intermediate between the rice seed prices immediately after harvest and rice seed prices just before planting.

16. Commercial production of chickens, rice, and safe vegetables will be promoted through training to the LIG and MIG members. The SSP 8 will assist the MAFF General Department of Agriculture to facilitate Farmer Field Schools to provide training to rice MIGs on Integrated Pest Management and Climate Smart Agriculture Practices, and some aspects of Systems for Rice Intensification to reduce input costs and increase yields, based on the Food and Agriculture Organization of the United Nations and MAFF National Climate Smart Agriculture Curriculum. Based on the same Curriculum, training will also be provided on climate smart agriculture practices and good agricultural practice by MAFF to vegetable MIGs, for three years. For chicken MIGs, it is envisaged that extension support will be provided rapidly through SSP 8 because of the experience gained under TSSD. For fish MIGs, SSP 8 will only work with established fish-farming groups and no extension support on fish farming is envisaged.

17. Thirdly, to support small- and medium-enterprise development, SSP 8 will address structural issues in the market for chicken, vegetables and fish to all actors in the value chains with the following functions: (i) capacity building on business literacy training; (ii) capacity building on extension service; and (iii) development of business plans.

**b. Information and communication technology and commune mobile access program**

18. **The commune mobile access program** will be implemented by a team of individual consultants who will support a network of CMAWs recruited in all TSSD communes during direct interaction with farmers who are members of the LIGs, MIGs, and paddy selling groups. This team of individual consultants, supported by the project implementation consultant (PIC), and the Ministry of Posts and Telecommunications (MPTC) will provide digital content as requested by MAFF and NCDDDS based on identified needs of local farmer groups, including the LIGs, paddy selling groups, and MIGs on selected agricultural commodities and improved agricultural and non-agricultural technologies in easily understandable digital formats that will be suitable for dissemination to these farmer groups through the CMAWs. They will also collect information on an on-going basis from farmer groups to better understand their information needs and to react to these demands with relevant digital content. The information collected will also be used for project planning and management, and for monitoring and evaluation (M&E). In addition to preparing new video material, the team of individual consultants will source multimedia content for dissemination by the CMAWs and other users. They will also provide further technical skills training to the CMAWs and other users in group facilitation and communication skills, extension methodologies and other selected technical skills areas to enhance their capacity to deliver technical advice to farmers through the commune mobile access program. The CMAWs will access new training and extension materials for all project farmer groups, support DRR training with additional ICT based materials to commune councils and act as an information exchange between various elements of the project. MPTC will continue to run the TSSD-AF website and provide training to CMAWs.

**3. Output 3: Project management strengthened**

19. Support for project management will include (i) strengthening the capacity of the executing and implementing agencies, and local government councils and their administrations, by supporting a limited number of incremental technical staff at selected offices; (ii) providing national and international consulting services; (iii) providing office equipment; and (iv) providing vehicles for supervision (four-wheel drive vehicles and motorcycles). Project support will also include capacity building at the commune, district, province, and national levels, including specific actions on capacity building on gender issues and special studies. The TSSD-AF will not need to finance intensive training of project staff in financial management, cash flow management, and disbursement procedures because most staff were trained under TSSD but project management unit (PMU) staff and the PIC will continue an ongoing capacity building program in these areas.

20. The TSSD-AF will assist each of the seven target provinces to set up a PRC and a bid evaluation committee to support the commune to procure works worth \$30,000 and above, following procedures to be approved by ADB (See para. 7). The PRCs and the bid evaluation committees will be trained on the use of government standard operating procedures and ADB guidelines for procurement of works. The TSSD-AF will also assist in establishing a poverty targeting and project performance monitoring system (Appendix 4) across both executing agencies that will facilitate delivery of outcome data throughout the project to assist management decisions. This system will be based in MAFF and will include report preparation, dissemination of project information, and establishment and maintenance of a project website.

21. To enable effective government oversight of the project, the innovative steering committee arrangement, led by the Council for Agriculture and Rural Development (CARD), will be continued, and will provide guidance to the executing and implementing agencies without creating

excessive additional institutional burden. CARD will continue to conduct regular project steering committee meetings of at least twice per year and will ensure that project performance is monitored throughout implementation. Both MAFF and NCDDS will use the same M&E system for the TSSD-AF so that there is a single source of project management information and synergy between project components can be effectively developed.

## II. IMPLEMENTATION PLANS

### A. Project Readiness Activities

22. Project readiness activities and their expected completion dates are shown in Table 2.

**Table 2: Project Readiness Activities**

| Indicative Activities                         | 2017 |     |     |     |     |     | 2018 |     | Who is responsible |
|---|------|-----|-----|-----|-----|-----|------|-----|--------------------|
|   | Jul  | Aug | Sep | Oct | Nov | Dec | Jan  | Feb |                    |
| Advance contracting actions <sup>a</sup>      |      |     |     |     |     |     |      |     | MAFF/NCDDS         |
| Establish project implementation arrangements |      |     |     |     |     |     |      |     | MAFF/NCDDS         |
| Project implementation arrangements           |      |     |     |     |     |     |      |     | MAFF/NCDDS         |
| ADB Board approval                            |      |     |     |     |     |     |      |     | ADB                |
| Loan/Grant signing                            |      |     |     |     |     |     |      |     | ADB/MEF            |
| Government legal opinion provided             |      |     |     |     |     |     |      |     | MEF/MAFF/NCDDS     |
| Loan effectiveness                            |      |     |     |     |     |     |      |     | ADB                |

ADB = Asian Development Bank; MAFF = Ministry of Agriculture, Forestry and Fisheries; MEF = Ministry of Economy and Finance; NCDDS = National Committee for Sub-National Democratic Development Secretariat.

<sup>a</sup> The following will be done prior to project effectiveness: (i) request for proposal and evaluation of the technical and financial proposals for the project implementation consultants using single source selection method, (ii) request for expressions of interest, shortlisting, sending out of requests for proposals, and evaluation of technical and financial proposals for the selected special service providers and consultants that will undergo advance actions, (iii) quotations for the construction of the two representative subproject works have been received and evaluated; and (iv) preparation and evaluation of bid documents for the goods packages under advance actions (for furniture, vehicles, and motorcycles).

## B. Overall Project Implementation Plan

| Activities   | 2018 |    |    | 2019 |    |    |    | 2020 |    |    |    | 2021 |    |    |    | 2022 |    |    |    | 2023 |    |  |
|--|------|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|--|
|  | Q2   | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 |  |
| <b>1. Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced</b>   |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |  |
| <b>(a) Variable commune infrastructure grants established in selected communes and fully operational.</b>  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |  |
| Identify priority social infrastructure or facilities and include in the commune investment plan.  | ■    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |  |
| Set up commune block grant and recruit CMAWs for 75 additional communes  | ■    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |  |
| Revise and update PIM and provide commune PIM training to 75 communes and refresher training to 196 communes   | ■    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |  |
| <b>(b) At least 867 kms of rural roads improved, including 450 kms of roads that contribute to disaster risk reduction small-scale irrigation provided to cover 11,000 ha farmland to support at least one additional cropping season.</b> |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |  |
| Recruit an infrastructure design and construction supervision consultant team.   | ■    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |  |
| Visit site and ensure infrastructure complies with selection criteria.   |      |    | ■  |      |    |    | ■  |      |    | ■  |    |      |    |    |    |      |    |    |    |      |    |  |
| Complete feasibility study, engineering design, and call for bids for all additional subprojects.  |      |    |    | ■    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |  |
| Work with relevant provincial agencies to develop an engineering design for a preparation of project bidding documents for advertisement.  |      |    |    | ■    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |  |
| Review project proposals and award contracts.  |      |    |    |      | ■  |    |    |      | ■  |    |    |      | ■  |    |    |      | ■  |    |    |      |    |  |
| Monitor and supervise contractor's performance and   |      |    |    |      | ■  |    |    |      | ■  |    |    |      | ■  |    |    |      | ■  |    |    |      |    |  |



| Activities   | 2018 |    |    | 2019 |    |    |    | 2020 |    |    |    | 2021 |    |    |    | 2022 |    |    |    | 2023 |  |
|--|------|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|--|
|  | Q2   | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   |  |
| Provide training on DRR to at least 100 commune councils and to all LIGs.  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| <b>2. Enabling environment for increased agricultural productivity, diversification, and climate resilience created.</b>   |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| <b>(a) Increased access to agricultural information and market data.</b>   |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Recruit consultants for ICT support  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Provide support to CMAWs for the mobile commune access program.  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Develop multimedia content to improve effectiveness of agricultural extension delivery.  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Provide interactive ICT services and ICT skill training incorporating DRR in all project communes.   |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| <b>(b) Support to value chain development.</b>   |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Select appropriate climate resilient varieties based on market demands and develop marketing strategies  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Carry out demonstration activities to increase awareness/demand and conduct pre-and-post surveys to assess increase in rice yields.  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Identify and work with agriculture stations and rice seed producer groups to produce climate-resilient certified and commercial rice seeds and broker forward contracts with paddy selling groups. |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |

| Activities   | 2018 |    |    | 2019 |    |    |    | 2020 |    |    |    | 2021 |    |    |    | 2022 |    |    |    | 2023 |  |
|--|------|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|--|
|  | Q2   | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   |  |
| Introduce smart agriculture practices in rice and two non-rice crops to target communes                                  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Develop value chain cluster meetings in all communes and value chain working groups in all districts                     |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Establish 364 MIGs and 200 paddy selling groups.   |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Strengthen and develop 200 agribusiness enterprises  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| <b>3. Effective project management</b>   |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Support the effective functioning of PSC.  |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Support the provincial administration and agriculture department for coordination and supervision of project activities. |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Support the district administration and agriculture office for coordination and supervision of activities.               |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Establish and support the project performance monitoring system.   |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Ensure GAP is fully implemented and monitored.   |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |
| Mobilize consultant services to provide technical and managerial support for the AF.                                     |      |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |  |

AF = additional financing; CMAW = commune mobile access workers; DOA = District Office of Agriculture; DRM = disaster risk management; DRR = disaster risk reduction; GAP = gender action plan; ha = hectare; ICT = information and communication technology; LIG = livelihood improvement group; km = kilometer; MRD = Ministry of Rural Development; O&M = operation and maintenance; PIM = project implementation manual; PSC = project steering committee.

### III. PROJECT MANAGEMENT ARRANGEMENTS

#### A. Project Implementation Organizations: Roles and Responsibilities

**Table 3: Project Implementation Arrangements**

| Project Implementation Organizations   | Management Roles and Responsibilities  |
|--|--|
| <p><b>Executing Agencies</b></p> <ul style="list-style-type: none"> <li>• Ministry of Agriculture, Forestry and Fisheries (MAFF)</li> <li>• National Committee for Sub-National Democratic Development Secretariat (NCDDDS)</li> </ul> | <p><b>Shared responsibility for the following functions:</b></p> <p>Ensure successful implementation of the project in accordance with the loan and grant agreements.</p> <ul style="list-style-type: none"> <li>➤ Ensure that the project is managed and administered by designated officers and staff of each executing agency; generate and submit required project reports to the concerned parties.</li> <li>➤ Delegate sufficient powers to the project management team to ensure that it is able to operate its affairs with minimum disruption and interference.</li> <li>➤ Ensure that the project implementation team remains intact, as far as possible, during the whole project implementation period.</li> <li>➤ Ensure that the targeting criteria and implementation arrangements of the project activities are strictly followed.</li> <li>➤ Implement the Gender Action Plan and ensure compliance with the requirements for women's participation in all project activities.</li> <li>➤ Prepare the annual work plan and budgets, quarterly physical progress reports in accordance with the Agreement, financial statements and other tasks set forth in the loan and grant agreements.</li> <li>➤ Initiate and coordinate effective communication between all project stakeholders.</li> <li>➤ Ensure compliance with covenants and other obligations in the loan and grant agreements.</li> <li>➤ Oversee the implementation of and compliance with the environmental review and assessment framework, initial environmental examinations and environmental management plans (where required), indigenous peoples planning framework, and indigenous peoples plans (where required).</li> <li>➤ Submit the due diligence reports for non-infrastructure activities, and the preliminary studies and feasibility studies (where applicable) for infrastructure subprojects to ADB for review and approval.</li> <li>➤ Submit semi-annual independent safeguard monitoring reports to ADB</li> <li>➤ Undertake proper financial management and accounting consistent with relevant financial management systems and procedures acceptable to ADB and the Ministry of Economy and Finance (MEF), under the overall guidance of MEF.</li> <li>➤ Prepare the project financial statements.</li> <li>➤ Maintain proper accounts and records of all transactions</li> </ul> |

| Project Implementation Organizations                     | Management Roles and Responsibilities  |
|--|--|
|  | <p>related to the project implementation and administration.</p> <ul style="list-style-type: none"> <li>➤ Ensure timely submission to ADB, International Fund for Agricultural Development (IFAD), and MEF of the audited financial statements.</li> <li>➤ Conduct regular reviews of the internal control procedures and systems of the project.</li> <li>➤ Review and consolidate the annual work plan and budgets prepared at sub-national level.</li> <li>➤ Assist and advise the implementing agencies and the seven provinces on project implementation.</li> </ul>  |
| <b>Implementing Agencies</b>                             |  |
| <ul style="list-style-type: none"> <li>• MAFF</li> </ul> | <ul style="list-style-type: none"> <li>➤ Supervise all activities under output 2 and their activities under output 3.</li> <li>➤ Support 11 counterpart staff as follows: (i) Project Director; (ii) Project Manager; (iii) Project Coordinator; (iv) Administration and Finance Officer; (v) Accounting Officer; (vi) Planning, Monitoring &amp; Evaluation (M&amp;E) and Reporting Officer/Gender Focal Point; (vii) Procurement/Contract Administration Officer; (viii) Rural ICT Coordination, Extension, Digital Services and Marketing Officer; (ix) Data Collection and Content Development Officer; (x) Agricultural Technology and Extension Coordinator; and (xi) Irrigation Engineer/On-farm Water Management Specialist. Detailed roles and responsibilities are attached as Appendix 5.</li> <li>➤ Undertake consolidated planning, budgeting, and reporting functions and consolidate physical and financial quarterly progress reports.</li> <li>➤ Procure goods/works and recruit consultants/service providers in accordance with the Procurement Plan.</li> <li>➤ Open and maintain the advance account as per the agreed disbursement arrangement.</li> <li>➤ Provide direct payments of salary supplements to national and sub-national staff through bank transfer.</li> <li>➤ Ensure compliance with all financial covenants and other obligations in the loan and grant agreements.</li> <li>➤ Ensure implementation of the environmental review and assessment framework, initial environmental examinations and environmental management plans (where required), indigenous peoples planning framework, and indigenous peoples plans (where required).</li> <li>➤ Ensure preparation of the due diligence reports for non-infrastructure activities for submission to ADB for review and approval.</li> <li>➤ Provide to ADB, IFAD and MEF the quarterly progress reports and six-monthly project performance and monitoring system (PPMS) reports.</li> <li>➤ Establish, within six months of the effective date, an M&amp;E system (including conducting the base line, midterm, and</li> </ul> |

| Project Implementation Organizations                      | Management Roles and Responsibilities   |
|---|---|
|   | <p>project completion reviews).</p> <ul style="list-style-type: none"> <li>➤ Assist and advise the provincial support teams (PST) and district support teams (DST) on project implementation issues.</li> <li>➤ Ensure that the project activities are consistent with national agricultural policies.</li> <li>➤ Manage the studies that are conducted.</li> <li>➤ Provide technical backstopping, policy guidance, coordination, and training to the sub-national level agricultural extension staff to support the delivery of enhanced agricultural extension services in cooperation with SSPs.</li> <li>➤ Assist the DST members in the preparation of the annual work plan and budget for the project activities under their responsibility.</li> <li>➤ Open and manage the IFAD and ADB advance accounts.</li> <li>➤ Prepare withdrawal applications for the liquidation and replenishment of the advance accounts.</li> <li>➤ Maintain proper accounts and records of all transactions related to the project activities under its responsibility.</li> <li>➤ Consolidate the progress and financial reports.</li> <li>➤ Through a letter of agreement, engage the Ministry of Posts and Telecommunications (MPTC) for technical assistance in training support to the commune mobile access program and value chain development.</li> <li>➤ Assist and advise the and the target provinces on project implementation.</li> <li>➤ Implement relevant activities under the Gender Action Plan.</li> <li>➤ Prepare/review safeguards reports and ensure that they are included in the quarterly and annual progress reports before submitting to Council for Agriculture and Rural Development (CARD), ADB, and IFAD.</li> </ul> |
| <ul style="list-style-type: none"> <li>• NCDDS</li> </ul> | <ul style="list-style-type: none"> <li>➤ Supervise all activities under output 1 and their activities under output 3.</li> <li>➤ Support eight counterpart staff as follows: (i) Project Director; (ii) Project Manager; (iii) Administration and Finance Officer; (iv) Accounting Officer; (v) Planning, M&amp;E and Reporting Officer; (vi) Gender Focal Point; (vii) Livelihood Improvement Group (LIG) and Rural ICT Coordinator; and (viii) National Safeguards Officer. Detailed roles and responsibilities are attached as Appendix 5.</li> <li>➤ Support PST to ensure that road designs are approved at provincial level by the provincial department of rural development, and that irrigation designs are approved by the provincial departments of water resources and meteorology, and support the SSP to ensure that irrigation projects are registered with the Cambodia Information System for Irrigation Schemes and the Ministry of Rural Development's road inventory to ensure access to operation and</li> </ul>   |

| <b>Project Implementation Organizations</b> | <b>Management Roles and Responsibilities</b>   |
|---|--|
|   | <p data-bbox="695 254 1036 285">maintenance (O&amp;M) funding.</p> <ul style="list-style-type: none"><li data-bbox="634 289 1414 405">➤ Open and manage the IFAD and ADB advance accounts and provincial and district advance sub-accounts for the transfer and liquidation of funds and assist commune councils open commune accounts.</li><li data-bbox="634 409 1333 472">➤ Prepare withdrawal applications for the liquidation and replenishment of the advance accounts.</li><li data-bbox="634 476 1317 539">➤ Procure goods and consulting services based on the Procurement Plan.</li><li data-bbox="634 543 1357 606">➤ Maintain proper accounts and records of all transactions related to the project activities under its responsibility.</li><li data-bbox="634 611 1409 674">➤ Provide policy guidance and coordination in respect of government's policy for decentralization and deconcentration and the sub-national democratic development.</li><li data-bbox="634 678 1409 804">➤ Ensure that the provincial, district, and commune councils and their administrations will contract and account for project financed activities and staff in ways that are consistent with their functional responsibilities.</li><li data-bbox="634 808 1409 987">➤ Ensure that the project follows NCDDS systems and administrative and operating procedures as provided for in the NCDDS Decentralization and Deconcentration Finance and Administration manual and the Commune/Sangkat Fund PIM and manage the associated fiduciary risks as well as appropriate and agreed ADB procedures.</li><li data-bbox="634 991 1377 1075">➤ Provide policy guidance and coordination of the provincial, district and commune councils and their administrations in project implementation.</li><li data-bbox="634 1079 1409 1260">➤ Assist the provinces, districts, and commune councils and their respective administrations in the preparation of their physical and financial reporting and during the planning and budgeting for the activities under their responsibility to support the preparation and consolidation of the annual work plan and budget.</li><li data-bbox="634 1264 1414 1444">➤ Through a letter of agreement, engage the National Committee for Disaster Management Secretariat for technical assistance in training on disaster risk management for at least 100 commune councils, and collaboration with the special service provider 7 (SSP 7) for training on disaster risk management for livelihood improvement groups.</li><li data-bbox="634 1449 1268 1512">➤ Assist and advice the target provinces on project implementation issues.</li><li data-bbox="634 1516 1382 1665">➤ Ensure implementation of the environmental review and assessment framework, initial environmental examinations and environmental management plans (where required), indigenous peoples planning framework, and indigenous peoples plans (where required).</li><li data-bbox="634 1669 1393 1795">➤ Ensure preparation of the due diligence reports for non-infrastructure activities, and the preliminary studies and feasibility studies (where applicable) for infrastructure subprojects for submission to ADB for review and approval.</li><li data-bbox="634 1799 1393 1894">➤ Implement Gender Action Plan and prepare/review safeguards reports and ensure that they are included in the quarterly and annual progress reports and timely submitted</li></ul> |

| Project Implementation Organizations   | Management Roles and Responsibilities   |
|--|---|
|  | to MAFF for compiling and submitting to CARD, ADB, and other financing partners.  |
| <b>Government agencies that will provide technical support to the Project</b>  |   |
| <ul style="list-style-type: none"> <li>• MEF General Department of Resettlement/Interministerial Resettlement Committee</li> </ul> | <p>The MEF General Department of Resettlement which functions as the secretariat of the Interministerial Resettlement Committee will be engaged in social safeguards for resettlement in the project. More specifically, they will:</p> <ul style="list-style-type: none"> <li>➤ Prepare, update and implement the resettlement plans (where required).</li> <li>➤ Ensure implementation of and compliance with the resettlement framework and resettlement plans (where required).</li> <li>➤ Oversee the implementation of and compliance with the resettlement framework and resettlement plans (where required).</li> </ul> |
| <ul style="list-style-type: none"> <li>• Ministry of Posts and Telecommunications</li> </ul>                                       | <p>Through a letter of agreement with MAFF, provide technical assistance to:</p> <ul style="list-style-type: none"> <li>➤ Provide training support on production technologies for commune mobile access program.</li> <li>➤ Website hosting for the commune mobile access program.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• National Committee for Disaster Management Secretariat</li> </ul>                         | <p>Through a letter of agreement with NCDDS, provide technical assistance to:</p> <ul style="list-style-type: none"> <li>➤ Prioritize 100 communes that are at high disaster risk</li> <li>➤ Provide training on disaster risk management to 100 commune councils.</li> <li>➤ Collaborate with special service provider 7 (SSP 7) on training on disaster risk management to livelihood improvement groups.</li> </ul>  |
| <b>Oversight bodies</b>  |   |
| <ul style="list-style-type: none"> <li>• MEF</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Monitor the progress of project implementation on a regular basis.</li> <li>➤ Establish pass-through accounts for transfer of ADB funds to the advance accounts.</li> <li>➤ Review and approve the withdrawal applications that are prepared by the executing agencies and transmit to the ADB for processing.</li> <li>➤ Ensure that government funds are provided in a timely and efficient manner.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Project Steering Committee (PSC) - CARD</li> </ul>  | <ul style="list-style-type: none"> <li>➤ In cooperation with the executing agencies, organize the biannual PSC meetings as a part of the regular CARD meetings.</li> <li>➤ Conduct regular reviews of project implementation progress and assist in resolving policy issues related to the project implementation at ministerial level.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Asian Development Bank</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Provide financing for the project cost through the loan and grant.</li> </ul>  |

| <b>Project Implementation Organizations</b>                                       | <b>Management Roles and Responsibilities</b>   |
|---|--|
|   | <ul style="list-style-type: none"> <li>➤ Monitor the progress of project implementation on a regular basis.</li> <li>➤ Monitor project arrangements, disbursement, procurement, consultant selection, and reporting.</li> <li>➤ Ensure that the donor fund flows to the project are achieved in a timely and efficient manner.</li> <li>➤ Review compliance with project financing covenants.</li> <li>➤ Monitor compliance with safeguards procedures.</li> <li>➤ Undertake 6-monthly review missions, including midterm review, jointly with IFAD and the government.</li> <li>➤ Provide oversight on the activities defined in the Procurement Plan to ensure compliance with ADB procedures.</li> </ul>  |
| International Fund for Agricultural Development (IFAD)                            | <ul style="list-style-type: none"> <li>➤ Provide financing for the project cost through the IFAD loan.</li> <li>➤ Monitor the progress of project implementation on a regular basis in coordination with ADB.</li> <li>➤ Undertake 6-monthly review missions, including midterm review, jointly with ADB and the government.</li> </ul>  |
| <b>Other Project organizations</b>  | <b>Roles and Responsibilities</b>  |
| <b>Project Support Teams under Sub-national Agencies</b>                          |  |
| <ul style="list-style-type: none"> <li>• Provincial Support Team (PST)</li> </ul> | <ul style="list-style-type: none"> <li>➤ Support five provincial counterpart staff as follows: (i) a provincial deputy governor to be responsible overall, (ii) a contract/finance administration officer who also serves as a facilitator, (iii) an agriculture coordinator, (iv) an agriculture marketing and ICT support officer, and (v) a gender focal point seconded from the departments of agriculture, and women's affairs. Detailed roles and responsibilities of the staff are attached as Appendix 5.</li> <li>➤ Plan and manage the assigned functions consistent with decentralization, all project implementation guidelines and the project administration manual (PAM).</li> <li>➤ Ensure that the procedures in planning at the commune level are correctly followed to ensure that the selected subprojects respond to the priorities of the target communes and the project impact.</li> <li>➤ Supervise and support the activities of the commune councils in respect of rural infrastructure subprojects and livelihood improvement activities.</li> <li>➤ Facilitate the support of provincial line departments in providing Technical Clearance of rural infrastructure subprojects and in supervising and monitoring the construction and impact of the subprojects.</li> <li>➤ Provide capacity building training and mentoring for the district and commune staff.</li> <li>➤ Monitor the progress of implementation at district and commune level and assist in the resolution of problems and constraints.</li> <li>➤ Operate two separate advance subaccounts in a commercial</li> </ul> |

| Project Implementation Organizations  | Management Roles and Responsibilities   |
|---|---|
|   | <p>bank to receive ADB and IFAD from NCDDS and MAFF advance accounts to finance the operating and recurrent costs according to the annual work plan and budget.</p> <ul style="list-style-type: none"> <li>➤ Monitor the disbursement of funds by the commune councils from the Community Development Fund (CDF) accounts and endorse the requests for variable block grant replenishment by NCDDS.</li> <li>➤ Maintain proper accounts and records of all transactions related to the project activities under their responsibility and ensure the safekeeping of all financial records.</li> <li>➤ Ensure timely reporting to the NCDDS and MAFF in terms physical and financial progress of the project activities at the sub-national level.</li> <li>➤ Provide regular updates of the NCDDS on-line database for all commune level activities.</li> <li>➤ Facilitate the participation of the commune staff in the formulation of the annual work plans and budget.</li> <li>➤ Set up a procurement review committee (PRC) to support the commune in procuring works which is equal to or above \$30,000. See more in para. 5 (output 1) above.</li> <li>➤ Ensure that all subproject designs are technically cleared by relevant provincial technical departments and in particular, the road designs are approved by the Provincial Department of Rural Development, and the irrigation designs are approved by the Provincial Department of Water Resources and Meteorology.</li> <li>➤ Coordinate capacity building training and mentoring for DST members to facilitate support to LIGs, MIGs, and other groups.</li> </ul> |
| <ul style="list-style-type: none"> <li>• District Support Team (DST)</li> </ul> | <ul style="list-style-type: none"> <li>➤ Support four counterpart staff as follows: (i) Head of District Support Team; (ii) District Finance Officer; (iii) Agriculture Extension and Rural ICT Support Officer; and (iv) Gender Mainstreaming and LIG Support Officer. Detailed roles and responsibilities are attached as Appendix 5.</li> <li>➤ Plan and manage the assigned functions consistent with decentralization, all project implementation guidelines and the PAM.</li> <li>➤ Provide capacity building training and mentoring for commune councilors and commune staff.</li> <li>➤ Monitor the progress of implementation at commune level and by the LIGs and assist in the resolution of problems and constraints.</li> <li>➤ Ensure timely reporting to the PST in terms of physical and financial progress of the project activities and beneficiaries disaggregated by sex at the district and commune level.</li> <li>➤ Supervise the implementation of the field activities and monitor the delivery of the technical training for the LIGs and other groups by external service providers.</li> </ul>  |

| Project Implementation Organizations                                 | Management Roles and Responsibilities  |
|--|--|
| <ul style="list-style-type: none"> <li>• Commune councils</li> </ul> | <ul style="list-style-type: none"> <li>➤ Recruit one commune mobile access worker (CMAW) in each commune to support project implementation.</li> <li>➤ Manage the variable block grant CDFs to support rural infrastructure subprojects, livelihood improvement activities and commune administration costs.</li> <li>➤ Identify appropriate rural infrastructure subprojects that enhance agricultural productivity in the project target villages for inclusion in the annual Commune Investment Plan.</li> <li>➤ Procure works or services as per Commune/Sangkat PIM and/or instruction from NCDDS. Participate in provincial PRC as a member to procure works for their commune when the total subproject cost beyond the threshold of the commune councils to procure through PIM.</li> <li>➤ Award and manage contracts and monitor works construction under their responsibility</li> <li>➤ Open and operate bank accounts at a commercial bank, as per official request from the National Committee for Disaster Management Secretariat/MEF to receive funding from the project.</li> <li>➤ Submit monthly physical and financial progress reports to the DST.</li> <li>➤ Contract and manage external service providers to provide technical training and demonstrations to the members of the LIGs to support their livelihood improvement activities.</li> <li>➤ Utilize ICT facilities provided by the project to enhance community access to information and support the CMAWs through the mobile commune access program.</li> </ul> |

## B. Key Persons Involved in Implementation

### Executing Agencies

NCDDS

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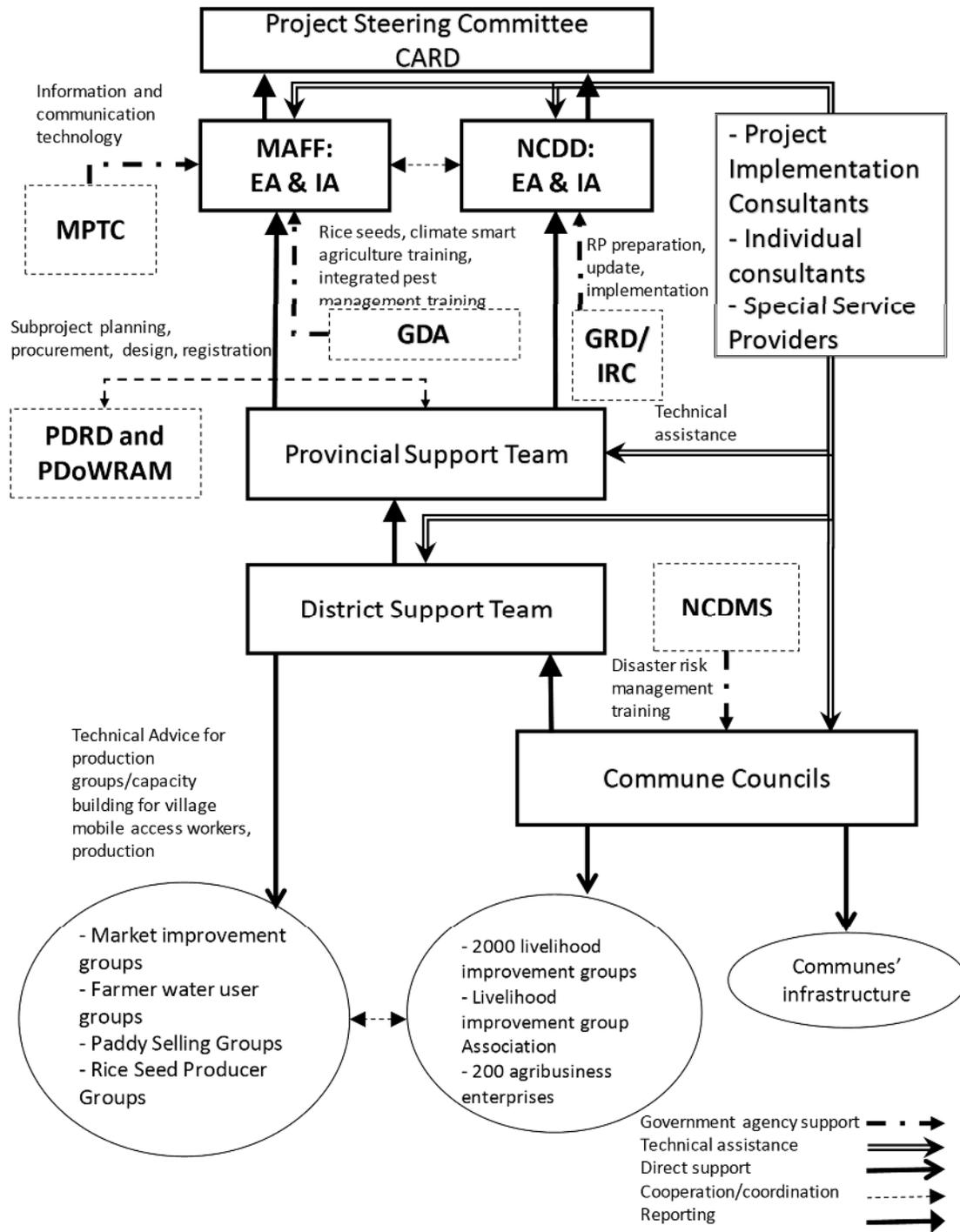
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C. Project Organization Structure



CARD = Council for Agriculture and Rural Development; EA = executing agency; GDA = General Directorate of Agriculture; GDR/IRC = General Department of Resettlement/Interministerial Resettlement Committee; IA = implementing agency; MAFF = Ministry of Agriculture, Forestry and Fisheries; MPTC = Ministry of Posts and Telecommunications; NCDD = National Committee for Sub-National Democratic Development Secretariat; NCDMS = National Committee for Disaster Management Secretariat; PDoWRAM = Provincial Department of Water Resources and Meteorology; PDRD = Provincial Department of Rural Development; RP = resettlement plan.

## IV. COSTS AND FINANCING

### A. Cost Estimates Preparation and Revisions

23. The cost estimates were prepared by the project preparatory technical assistance consultants. The cost of activities, goods, and services under each category for each project output is calculated based on the objectives of each output and requirement for specific investments. Revisions and updates to the cost estimates during implementation are the responsibility of MAFF and NCDDS.

24. Detailed cost estimates (i) by expenditure category; (ii) based on allocation and withdrawal of loan proceeds; (iii) by financier; (iv) by output/component; and (v) by year are presented in the following pages.

25. The additional financing is estimated at \$66.0 million, including taxes and duties of \$4.16 million and will include the following items:

- (i) ADB will provide \$50 million comprising a concessional loan of \$45,725,000 from ADB's ordinary capital resources and a Disaster Risk Reduction (DRR) grant of \$4,275,000. The ADB DRR grant will finance the group revolving fund to LIGs. The ADB concessional OCR loan (COL) will finance the balance of the items under Output 1 and Output 2 and all items under Output 3.
- (ii) IFAD will provide \$10 million loan funding. This will finance LIG support under Output 1, small and medium enterprise development and brokering services under Output 2. ADB is not a lender of record and will provide partial administration of the IFAD loan for procurement and disbursement.
- (iii) The government will finance the equivalent of \$6 million for co-financing civil works, financing the salaries of full-time permanent counterpart staff, office space, land acquisition and resettlement costs, the clearance of unexploded ordinance and land mines, applicable taxes and duties on items paid for by the government, and taxes and duties for consulting services procured under the additional financing.

**Table 4: Summary Cost Estimates**  
(\$ million)

| Item   | Current Amount <sup>a</sup> | Additional Financing <sup>b</sup> | Total         |
|--|-----------------------------|-----------------------------------|---------------|
| <b>A Base cost</b>   |                             |                                   |               |
| 1 Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced.    | 38.08                       | 48.63                             | 86.71         |
| 2 Enabling environment for increased agricultural productivity, diversification, and climate resilience created. | 1.04                        | 6.50                              | 7.54          |
| 3 Project management strengthened.   | 8.65                        | 3.94                              | 12.59         |
| <b>Subtotal (A)<sup>c</sup></b>  | <b>47.77</b>                | <b>59.07</b>                      | <b>106.84</b> |
| <b>B Contingencies<sup>d</sup></b>   | <b>3.28</b>                 | <b>5.88</b>                       | <b>9.16</b>   |
| <b>C Financial Charges During Implementation<sup>e</sup></b>   | <b>0.10</b>                 | <b>1.05</b>                       | <b>1.15</b>   |
| <b>Total (A+B+C)</b>   | <b>51.15</b>                | <b>66.00</b>                      | <b>117.15</b> |

<sup>a</sup> Refers to the original amount. Includes taxes and duties of \$4.75 million, financed from Asian Development Bank (ADB) and government resources.

<sup>b</sup> Includes taxes and duties of \$4.58 million. The government will finance taxes and duties on items paid for by the government, and taxes and duties for goods and services procured through exemption. ADB will finance taxes and duties only for expenditures of civil works, capacity building, and operation and maintenance financed by ADB.

<sup>c</sup> In mid-2017 prices.

<sup>d</sup> Physical contingencies computed at 5% for all cost categories except revolving fund. Price contingencies computed at average of 1.5% on foreign exchange costs. Price contingencies for local currency costs computed at 3.4% for

2017 and 3.5% thereafter, and include a provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

<sup>e</sup> Includes interest charges during construction for the ADB loan computed at 1% during the life of the project, and service charges for the International Fund for Agricultural Development loan computed at 0.75% per annum of the average drawn down balance.

Source: Asian Development Bank estimates.

**Table 5: Summary Financing Plan**  
(\$ million)

| Source                               | Current <sup>a</sup> |                    | Additional Financing |                    | Total         |                    |
|--------------------------------------|----------------------|--------------------|----------------------|--------------------|---------------|--------------------|
|                                      | Amount               | Share of Total (%) | Amount               | Share of Total (%) | Amount        | Share of Total (%) |
| <b>Asian Development Bank</b>        | <b>30.70</b>         | <b>60.0</b>        | <b>50.00</b>         | <b>75.8</b>        | <b>80.70</b>  | <b>68.9</b>        |
| OCR Concessional loan (ADF loan)     | 3.40                 | 6.6                | 45.73                | 69.3               | 49.13         | 41.9               |
| ADF Grant                            | 27.30                | 53.4               | 0.00                 | 0.0                | 27.30         | 23.3               |
| ADF Disaster Risk Reduction (grant)  | 0.00                 | 0.0                | 4.27                 | 6.5                | 4.27          | 3.7                |
| <b>IFAD</b>                          | <b>13.38</b>         | <b>26.2</b>        | <b>10.00</b>         | <b>15.1</b>        | <b>23.38</b>  | <b>19.9</b>        |
| IFAD (loan)                          | 6.69                 | 13.1               | 10.00                | 15.1               | 16.69         | 14.2               |
| IFAD (grant)                         | 6.69                 | 13.1               | 0.00                 | 0.0                | 6.69          | 5.7                |
| <b>Government of Finland (grant)</b> | <b>1.60</b>          | <b>3.1</b>         | <b>0.00</b>          | <b>0.0</b>         | <b>1.60</b>   | <b>1.4</b>         |
| <b>Government of Cambodia</b>        | <b>5.47</b>          | <b>10.7</b>        | <b>6.00</b>          | <b>9.1</b>         | <b>11.47</b>  | <b>9.8</b>         |
| <b>Total</b>                         | <b>51.15</b>         | <b>100.0</b>       | <b>66.00</b>         | <b>100.0</b>       | <b>117.15</b> | <b>100.0</b>       |

ADF = Asian Development Fund; IFAD = International Fund for Agricultural Development; OCR = ordinary capital resources.

<sup>a</sup> Refers to the original amount.

Source: Asian Development Bank estimates.

## B. Key Assumptions

26. The following key assumptions underpin the cost estimates and the financing plan:

- (i) Cost estimates are based on mid-2017 prices.
- (ii) The contingencies comprise physical and price contingencies. Physical contingencies are computed at 5% for all cost categories. Price contingencies based on the expected cumulative inflation over the implementation period are as follows:

**Table 6: Escalation Rates for Price Contingency Calculation**

| Item   | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|------|------|------|
| Domestic rate of price inflation (KR costs)      | 3.4% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% |
| International rate of price inflation (\$ costs) | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% |

Source: ADB estimates. The ADB forecasts a domestic annual inflation rate of 3.5% from 2018-2020. The tables assume this rate continues from 2021-2023. The Manufacture's Unit Value index is used as international cost escalation factor. The vast majority of the project costs will be denominated in \$ currency; the international rate of price inflation has been applied to these costs.

### C. Detailed Cost Estimates by Expenditure Category

| Item  | ADB<br>(\$million) | IFAD<br>(\$million) | RGC<br>(\$million) | Total<br>(\$million) | % of Total<br>Base Cost |
|---|--------------------|---------------------|--------------------|----------------------|-------------------------|
| <b>A. Investment costs</b>                        |                    |                     |                    |                      |                         |
| Civil works                                       |                    |                     |                    |                      |                         |
| Civil works - ADB & RGC                           | 30.24              | -                   | 2.28               | 32.52                | 50.1%                   |
| Civil works - IFAD                                | -                  | 6.69                | -                  | 6.69                 | 10.3%                   |
| Innovation fund                                   |                    |                     |                    |                      |                         |
| Revolving fund                                    | 4.50               | -                   | -                  | 4.50                 | 6.9%                    |
| Other livelihood inputs                           | 1.89               | -                   | -                  | 1.89                 | 2.9%                    |
| Goods and services                                |                    |                     |                    |                      |                         |
| Goods and services - IFAD                         | -                  | 3.31                | -                  | 3.31                 | 5.1%                    |
| Goods and services - ADB                          | 2.66               | -                   | -                  | 2.66                 | 4.1%                    |
| Capacity development and training                 |                    |                     |                    |                      |                         |
| Capacity development and training - ADB           | 2.11               | -                   | -                  | 2.11                 | 3.3%                    |
| Consulting services                               | 5.45               | -                   | -                  | 5.45                 | 8.4%                    |
| <b>Subtotal (A)</b>                               | <b>46.85</b>       | <b>10.00</b>        | <b>2.28</b>        | <b>59.13</b>         | <b>91.0%</b>            |
| <b>B. Recurrent costs</b>                         |                    |                     |                    |                      |                         |
| Incremental staff                                 | -                  | -                   | 1.28               | 1.28                 | 2.0%                    |
| Operation and maintenance (O&M)                   | 2.24               | -                   | -                  | 2.24                 | 3.4%                    |
| Contingency for resettlement                      | -                  | -                   | 0.50               | 0.50                 | 0.8%                    |
| <b>Subtotal (B)</b>                               | <b>2.24</b>        | <b>-</b>            | <b>1.78</b>        | <b>4.02</b>          | <b>6.2%</b>             |
| <b>C. Taxes and duties</b>                        |                    |                     |                    |                      |                         |
| Taxes and duties                                  | -                  | -                   | 1.80               | 1.80                 | 2.8%                    |
| <b>Subtotal (C)</b>                               | <b>-</b>           | <b>-</b>            | <b>1.80</b>        | <b>1.80</b>          | <b>2.8%</b>             |
| <b>Total Base Cost</b>                            | <b>49.09</b>       | <b>10.00</b>        | <b>5.86</b>        | <b>64.95</b>         | <b>100.0%</b>           |
| <b>D. Financial charges during implementation</b> |                    |                     |                    |                      |                         |
| 1. Interest during construction                   | 0.91               | -                   | -                  | 0.91                 | 1.4%                    |
| 2. Service charges (IFAD)                         | -                  | -                   | 0.14               | 0.14                 | 0.2%                    |
| <b>Subtotal (D)</b>                               | <b>0.91</b>        | <b>-</b>            | <b>0.14</b>        | <b>1.05</b>          | <b>1.6%</b>             |
| <b>Total Project Costs (A+B+C+D)</b>              | <b>50.00</b>       | <b>10.00</b>        | <b>6.00</b>        | <b>66.00</b>         | <b>101.6%</b>           |

ADB = Asian Development Bank; IFAD = International Fund for Agricultural Development; O&M = operation and maintenance; RGC = Royal Government of Cambodia.

**D. Allocation and Withdrawal of Loan and Grant Proceeds**

| <b>ALLOCATION AND WITHDRAWAL OF PROCEEDS - ADB LOAN</b> |  |                      |                          |  |
|---|--|----------------------|--------------------------|--|
| <b>CATEGORY</b>   |  |                      | <b>ADB FINANCING</b>     |  |
| <b>No.</b>  | <b>Item</b>  | <b>Category (\$)</b> | <b>Sub-category (\$)</b> | <b>Percentage and basis for withdrawal from the loan account</b> |
| 1   | Civil works  | 30,243,000           |                          |  |
| 1A  | Civil works - ADB  |                      | 30,243,000               | 93% of total expenditure claimed                                 |
| 2   | Livelihood inputs  | 2,118,000            |                          |  |
| 2A  | Revolving Fund   |                      | 225,000                  | 5% of total expenditure claimed*                                 |
| 2B  | Other livelihood inputs - ADB  |                      | 1,893,000                | 100% of total expenditure claimed*                               |
| 3   | Goods and services   | 2,660,000            |                          |  |
| 3A  | Goods and services – ADB   |                      | 2,660,000                | 100% of total expenditure claimed*                               |
| 4   | Capacity development and training                                      | 2,111,000            |                          | 100% of total expenditure claimed                                |
| 5   | Consulting services  | 5,445,000            |                          | 100% of total expenditure claimed*                               |
| 6   | Recurrent costs  | 2,238,000            |                          |  |
| 6B  | Operations and maintenance   |                      | 2,238,000                | 100% of total expenditure claimed                                |
| 7   | Financial charges during implementation - Interest during construction | 910,000              |                          | 100% of amount due   |
| <b>Total</b>  |  | <b>45,725,000</b>    |                          |  |

\*Exclusive of taxes and duties imposed within the territory of the Borrower.

| <b>ALLOCATION AND WITHDRAWAL OF PROCEEDS - ADB GRANT</b> |                   |                      |                          |  |
|--|-------------------|----------------------|--------------------------|--|
| <b>CATEGORY</b>  |                   |                      | <b>ADB FINANCING</b>     |  |
| <b>No.</b>   | <b>Item</b>       | <b>Category (\$)</b> | <b>Sub-category (\$)</b> | <b>Percentage and basis for withdrawal from the loan account</b> |
| 2  | Livelihood inputs | 4,275,000            |                          |  |
| 2A   | Revolving Fund    |                      | 4,275,000                | 95% of total expenditure claimed*                                |
| <b>Total</b>   |                   | <b>4,275,000</b>     |                          |  |

\*Exclusive of taxes and duties imposed within the territory of the Recipient.

| <b>ALLOCATION AND WITHDRAWAL OF PROCEEDS – IFAD LOAN</b> |                           |                      |                          |  |
|--|---------------------------|----------------------|--------------------------|--|
| <b>CATEGORY</b>  |                           |                      | <b>IFAD FINANCING</b>    |  |
| <b>No.</b>   | <b>Item</b>               | <b>Category (\$)</b> | <b>Sub-category (\$)</b> | <b>Percentage and basis for withdrawal from the loan account</b> |
| 1  | Civil Works               | 6,694,000            |                          |  |
| 1B   | Civil Works - IFAD        |                      | 6,694,000                | 91% of total expenditure claimed                                 |
| 3  | Goods and services        | 3,306,000            |                          |  |
| 3B   | Goods and services – IFAD |                      | 3,306,000                | 100% of total expenditure claimed*                               |
| <b>Total</b>   |                           | <b>10,000,000</b>    |                          |  |

\*Exclusive of taxes and duties imposed within the territory of the Borrower.

### E. Detailed Cost Estimates by Financier

| Item  | ADB Loan           |                    | ADB grant          |                    | IFAD Loan          |                    | RGC                |                    | Total              |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|   | Amount (\$million) | % of Cost Category | Amount (\$million) |
| <b>A. Investment costs</b>                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Civil works                                       |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Civil works - ADB & RGC                           | 30.24              | 93.0%              | -                  | 0.0%               | -                  | 0.0%               | 2.28               | 7.0%               | 32.52              |
| Civil works - IFAD                                | -                  | 0.0%               | -                  | 0.0%               | 6.69               | 90.9%              | 0.67               | 9.1%               | 7.36               |
| Livelihood inputs                                 |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Revolving fund                                    | 0.23               | 5.0%               | 4.28               | 95.0%              | -                  | 0.0%               | -                  | 0.0%               | 4.50               |
| Other livelihood inputs                           | 1.89               | 100.0%             | -                  | 0.0%               | -                  | 0.0%               | -                  | 0.0%               | 1.89               |
| Goods and services                                |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Goods and services - IFAD                         | -                  | 0.0%               | -                  | 0.0%               | 3.31               | 100.0%             | -                  | 0.0%               | 3.31               |
| Goods and services - ADB                          | 2.66               | 100.0%             | -                  | 0.0%               | -                  | 0.0%               | -                  | 0.0%               | 2.66               |
| Capacity development and training                 |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Capacity development and training - ADB           | 2.11               | 100.0%             | -                  | 0.0%               | -                  | 0.0%               | -                  | 0.0%               | 2.11               |
| Consulting services                               | 5.45               | 100.0%             | -                  | 0.0%               | -                  | 0.0%               | -                  | 0.0%               | 5.45               |
| <b>Subtotal (A)</b>                               | <b>42.58</b>       | <b>71.2%</b>       | <b>4.28</b>        | <b>7.1%</b>        | <b>10.00</b>       | <b>16.7%</b>       | <b>2.95</b>        | <b>4.9%</b>        | <b>59.80</b>       |
| <b>B. Recurrent costs</b>                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Incremental staff                                 | -                  | 0.0%               | -                  | 0.0%               | -                  | 0.0%               | 1.28               | 100.0%             | 1.28               |
| Operation and maintenance (O&M)                   | 2.24               | 100.0%             | -                  | 0.0%               | -                  | 0.0%               | -                  | 0.0%               | 2.24               |
| Contingency for resettlement                      | -                  | 0.0%               | -                  | 0.0%               | -                  | 0.0%               | 0.50               | 100.0%             | 0.50               |
| <b>Subtotal (B)</b>                               | <b>2.24</b>        | <b>55.7%</b>       | <b>-</b>           | <b>0.0%</b>        | <b>-</b>           | <b>0.0%</b>        | <b>1.78</b>        | <b>44.3%</b>       | <b>4.02</b>        |
| <b>C. Taxes and duties</b>                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Taxes and duties                                  | -                  | 0.0%               | -                  | 0.0%               | -                  | 0.0%               | 1.13               | 100.0%             | 1.13               |
| <b>Subtotal (C)</b>                               | <b>-</b>           | <b>0.0%</b>        | <b>-</b>           | <b>0.0%</b>        | <b>-</b>           | <b>0.0%</b>        | <b>1.13</b>        | <b>100.0%</b>      | <b>1.13</b>        |
| <b>Total Base Cost</b>                            | <b>44.82</b>       | <b>69.0%</b>       | <b>4.28</b>        | <b>6.6%</b>        | <b>10.00</b>       | <b>15.4%</b>       | <b>5.86</b>        | <b>9.0%</b>        | <b>64.95</b>       |
| <b>D. Financial charges during implementation</b> |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| 1. Interest during construction                   | 0.91               | 100.0%             | -                  | -                  | -                  | -                  | -                  | -                  | 0.91               |
| 2. Service charges (IFAD)                         | -                  | -                  | -                  | -                  | -                  | -                  | 0.14               | -                  | 0.14               |
| <b>Subtotal (D)</b>                               | <b>0.91</b>        | <b>86.7%</b>       | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>0.14</b>        | <b>-</b>           | <b>1.05</b>        |
| <b>Total Project Costs (A+B+C+D)</b>              | <b>45.73</b>       | <b>69.3%</b>       | <b>4.28</b>        | <b>6.5%</b>        | <b>10.00</b>       | <b>15.2%</b>       | <b>6.00</b>        | <b>9.1%</b>        | <b>66.00</b>       |

ADB = Asian Development Bank; DRR = Disaster Risk Reduction; IFAD = International Fund for Agricultural Development; O&M = operation and maintenance; RGC = Royal Government of Cambodia.

## F. Detailed Cost Estimates by Outputs/Components

| Item   | 1. Rural productive infrastructure |                    | 2. Enabling Environment |                    | 3. Project Management |                    | Total cost         |
|--|------------------------------------|--------------------|-------------------------|--------------------|-----------------------|--------------------|--------------------|
|  | Amount (\$million)                 | % of cost category | Amount (\$million)      | % of cost category | Amount (\$million)    | % of cost category | Amount (\$million) |
| <b>A. Investment costs</b>                       |                                    |                    |                         |                    |                       |                    |                    |
| Civil works                                      |                                    |                    |                         |                    |                       |                    |                    |
| Civil works - ADB & RGC                          | 32.52                              | 100.0%             | -                       | 0.0%               | -                     | 0.0%               | 32.52              |
| Civil works - IFAD                               | 7.36                               | 100.0%             | -                       | 0.0%               | -                     | 0.0%               | 7.36               |
| Livelihood inputs                                |                                    |                    |                         |                    |                       |                    |                    |
| Revolving fund                                   | 4.50                               | 100.0%             | -                       | 0.0%               | -                     | 0.0%               | 4.50               |
| Other livelihood inputs                          | 1.89                               | 100.0%             | -                       | 0.0%               | -                     | 0.0%               | 1.89               |
| Goods and services                               |                                    |                    |                         |                    |                       |                    |                    |
| Goods and services - IFAD                        | -                                  | 0.0%               | 3.31                    | 100.0%             | -                     | 0.0%               | 3.31               |
| Goods and services - ADB                         | 2.58                               | 96.9%              | 0.08                    | 3.1%               | -                     | 0.0%               | 2.66               |
| Capacity development and training                |                                    |                    |                         |                    |                       |                    |                    |
| Capacity development and training - ADB          | 0.55                               | 26.2%              | 1.38                    | 65.4%              | 0.18                  | 8.4%               | 2.11               |
| Consulting services                              | 1.88                               | 34.5%              | 1.64                    | 30.2%              | 1.92                  | 35.3%              | 5.45               |
| <b>Subtotal (A)</b>                              | <b>51.29</b>                       | <b>85.8%</b>       | <b>6.41</b>             | <b>10.7%</b>       | <b>2.10</b>           | <b>3.5%</b>        | <b>59.80</b>       |
| <b>B. Recurrent costs</b>                        |                                    |                    |                         |                    |                       |                    |                    |
| Incremental staff                                | 1.09                               | 85.5%              | 0.18                    | 14.5%              | -                     | 0.0%               | 1.28               |
| Operation and maintenance (O&M)                  | -                                  | 0.0%               | -                       | 0.0%               | 2.24                  | 100.0%             | 2.24               |
| Contingency for resettlement                     | 0.50                               | 100.0%             | -                       | 0.0%               | -                     | 0.0%               | 0.50               |
| <b>Subtotal (B)</b>                              | <b>1.59</b>                        | <b>39.7%</b>       | <b>0.18</b>             | <b>4.6%</b>        | <b>2.24</b>           | <b>55.7%</b>       | <b>4.02</b>        |
| <b>C. Taxes and duties</b>                       |                                    |                    |                         |                    |                       |                    |                    |
| Taxes and duties                                 | 0.56                               | 49.9%              | 0.57                    | 50.1%              | -                     | 0.0%               | 1.13               |
| <b>Subtotal (C)</b>                              | <b>0.56</b>                        | <b>49.9%</b>       | <b>0.57</b>             | <b>50.1%</b>       | <b>-</b>              | <b>0.0%</b>        | <b>1.13</b>        |
| <b>Total Base Cost</b>                           | <b>53.45</b>                       | <b>82.3%</b>       | <b>7.16</b>             | <b>11.0%</b>       | <b>4.34</b>           | <b>6.7%</b>        | <b>64.95</b>       |
| <b>D Financial charges during implementation</b> |                                    |                    |                         |                    |                       |                    |                    |
| 1. Interest during construction                  |                                    |                    |                         |                    |                       |                    | 0.91               |
| 2. service charges (IFAD)                        |                                    |                    |                         |                    |                       |                    | 0.14               |
| <b>Subtotal (D)</b>                              |                                    |                    |                         |                    |                       |                    | <b>1.05</b>        |
| <b>Total Project Costs (A+B+C+D)</b>             | <b>53.45</b>                       | <b>81.0%</b>       | <b>7.16</b>             | <b>10.9%</b>       | <b>4.34</b>           | <b>6.6%</b>        | <b>66.00</b>       |

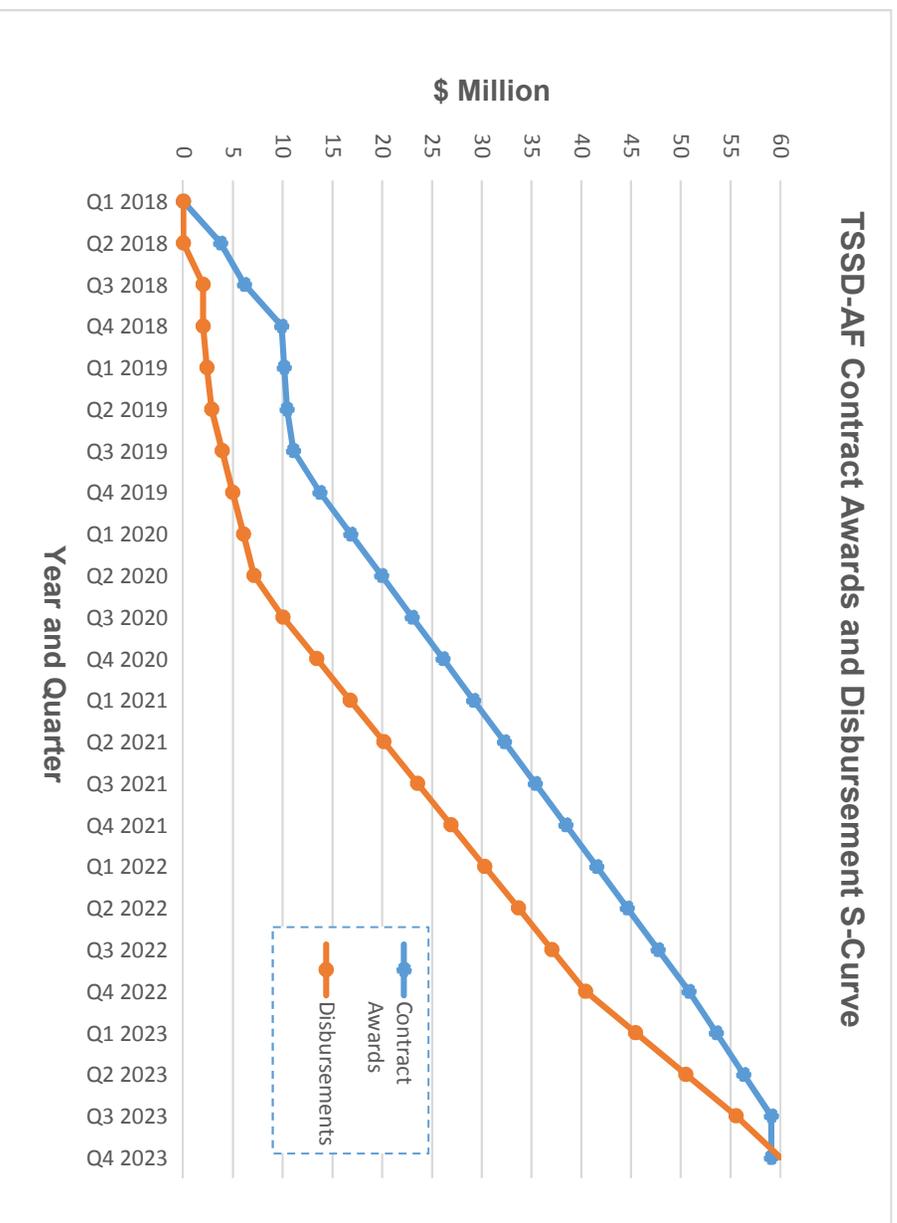
ADB = Asian Development Bank; DRR = Disaster Risk Reduction; IFAD = International Fund for Agricultural Development; O&M = operation and maintenance; RGC = Royal Government of Cambodia.

### G. Detailed Cost Estimates by Year

| Item  | 2018<br>(\$million) | 2019<br>(\$million) | 2020<br>(\$million) | 2021<br>(\$million) | 2022<br>(\$million) | 2023<br>(\$million) | Total<br>(\$million) |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| <b>A. Investment costs</b>                        |                     |                     |                     |                     |                     |                     |                      |
| Civil works                                       |                     |                     |                     |                     |                     |                     |                      |
| Civil works - ADB & RGC                           | 0.26                | 2.21                | 9.50                | 9.67                | 10.54               | 0.34                | 32.52                |
| Civil works - IFAD                                | 0.07                | 0.50                | 2.18                | 2.21                | 2.40                | -                   | 7.36                 |
| Livelihood inputs                                 |                     |                     |                     |                     |                     |                     |                      |
| Revolving fund                                    | 0.05                | 0.90                | 1.58                | 1.98                | -                   | -                   | 4.50                 |
| Other livelihood inputs                           | 0.17                | 0.40                | 0.41                | 0.42                | 0.42                | 0.07                | 1.89                 |
| Goods and services                                |                     |                     |                     |                     |                     |                     |                      |
| Goods and services - IFAD                         | -                   | 0.81                | 0.95                | 0.83                | 0.71                | -                   | 3.31                 |
| Goods and services - ADB                          | 1.01                | 0.25                | 0.45                | 0.45                | 0.49                | -                   | 2.66                 |
| Capacity development and training                 |                     |                     |                     |                     |                     |                     |                      |
| Capacity development and training - ADB           | 0.22                | 0.32                | 0.52                | 0.53                | 0.51                | 0.01                | 2.11                 |
| Consulting services                               | 0.60                | 1.07                | 1.37                | 1.30                | 1.05                | 0.05                | 5.45                 |
| <b>Subtotal (A)</b>                               | <b>2.37</b>         | <b>6.46</b>         | <b>16.95</b>        | <b>17.40</b>        | <b>16.13</b>        | <b>0.49</b>         | <b>59.80</b>         |
| <b>B. Recurrent costs</b>                         |                     |                     |                     |                     |                     |                     |                      |
| Incremental staff                                 | 0.21                | 0.25                | 0.26                | 0.26                | 0.26                | 0.04                | 1.28                 |
| Operation and maintenance (O&M)                   | 0.39                | 0.41                | 0.46                | 0.43                | 0.48                | 0.06                | 2.24                 |
| Contingency for resettlement                      | -                   | -                   | 0.15                | 0.18                | 0.18                | -                   | 0.50                 |
| <b>Subtotal (B)</b>                               | <b>0.60</b>         | <b>0.67</b>         | <b>0.87</b>         | <b>0.86</b>         | <b>0.92</b>         | <b>0.11</b>         | <b>4.02</b>          |
| <b>C. Taxes and duties</b>                        |                     |                     |                     |                     |                     |                     |                      |
| Taxes and duties                                  | 0.17                | 0.20                | 0.28                | 0.26                | 0.22                | 0.01                | 1.13                 |
| <b>Subtotal (C)</b>                               | <b>0.17</b>         | <b>0.20</b>         | <b>0.28</b>         | <b>0.26</b>         | <b>0.22</b>         | <b>0.01</b>         | <b>1.13</b>          |
| <b>Total Base Cost</b>                            | <b>3.14</b>         | <b>7.33</b>         | <b>18.10</b>        | <b>18.52</b>        | <b>17.26</b>        | <b>0.60</b>         | <b>64.95</b>         |
| <b>D. Financial charges during implementation</b> |                     |                     |                     |                     |                     |                     |                      |
| 1. Interest during construction                   | 0.01                | 0.05                | 0.13                | 0.26                | 0.38                | 0.08                | 0.91                 |
| 2. Service charges (IFAD)                         | -                   | 0.01                | 0.02                | 0.04                | 0.06                | 0.01                | 0.14                 |
| <b>Subtotal (D)</b>                               | <b>0.01</b>         | <b>0.06</b>         | <b>0.15</b>         | <b>0.30</b>         | <b>0.44</b>         | <b>0.09</b>         | <b>1.05</b>          |
| <b>Total Project Costs (A+B+C+D)</b>              | <b>3.15</b>         | <b>7.39</b>         | <b>18.25</b>        | <b>18.82</b>        | <b>17.70</b>        | <b>0.69</b>         | <b>66.00</b>         |
| <b>% Total Project Cost</b>                       | <b>5%</b>           | <b>11%</b>          | <b>28%</b>          | <b>29%</b>          | <b>27%</b>          | <b>1%</b>           | <b>100%</b>          |

ADB = Asian Development Bank; DRR = Disaster Risk Reduction; IFAD = International Fund for Agricultural Development; O&M = operation and maintenance; RGC = Royal Government of Cambodia.

H. Contract and Disbursement S-Curve



## I. Contracts and Disbursement projections

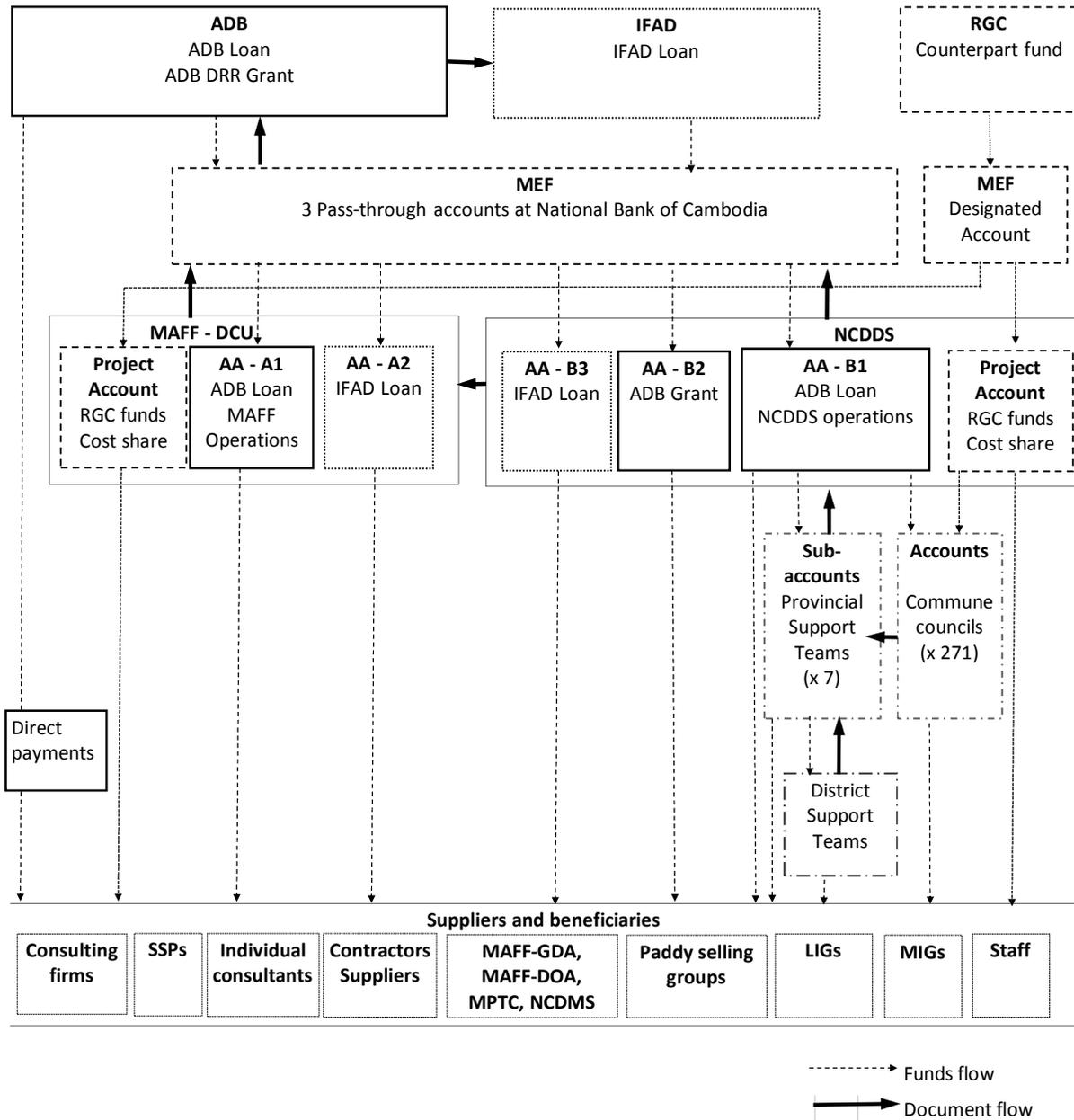
| ADB-LOAN | Contract Awards (in USD million) |          |          |          |           | Disbursements (in USD million) |          |          |          |           |
|----------|----------------------------------|----------|----------|----------|-----------|--------------------------------|----------|----------|----------|-----------|
|          | Q1                               | Q2       | Q3       | Q4       | Total     | Q1                             | Q2       | Q3       | Q4       | Total     |
| 2018     | -                                | 3.740000 | 2.411000 | 0.850000 | 7.001000  | -                              | -        | 2.000000 | -        | 2.000000  |
| 2019     | 0.228474                         | 0.290140 | 0.414670 | 2.399285 | 3.332569  | 0.379113                       | 0.476125 | 0.647875 | 0.647875 | 2.150988  |
| 2020     | 2.337618                         | 2.337618 | 2.337618 | 2.337618 | 9.350472  | 0.651729                       | 0.655841 | 2.503103 | 2.503103 | 6.313776  |
| 2021     | 2.337618                         | 2.337618 | 2.337618 | 2.337618 | 9.350472  | 2.503103                       | 2.503103 | 2.503103 | 2.503103 | 10.012412 |
| 2022     | 2.337618                         | 2.337618 | 2.337618 | 2.337618 | 9.350472  | 2.503103                       | 2.503103 | 2.503103 | 2.503103 | 10.012412 |
| 2023     | 2.143636                         | 2.143636 | 2.142743 | -        | 6.430015  | 3.891803                       | 3.902855 | 3.902855 | 3.537899 | 15.235412 |
|          | Total Contract Awards            |          |          |          | 44.815000 | Total Disbursements            |          |          |          | 45.725000 |

| ADB-GRANT | Contract Awards (in USD million) |          |          |          |          | Disbursements (in USD million) |          |          |          |          |
|-----------|----------------------------------|----------|----------|----------|----------|--------------------------------|----------|----------|----------|----------|
|           | Q1                               | Q2       | Q3       | Q4       | Total    | Q1                             | Q2       | Q3       | Q4       | Total    |
| 2018      | -                                | -        | -        | -        | -        | -                              | -        | -        | -        | -        |
| 2019      | -                                | -        | 0.251464 | 0.251471 | 0.502935 | -                              | -        | 0.251464 | 0.251471 | 0.502935 |
| 2020      | 0.251471                         | 0.251471 | 0.251471 | 0.251471 | 1.005884 | 0.251471                       | 0.251471 | 0.251471 | 0.251471 | 1.005884 |
| 2021      | 0.251471                         | 0.251471 | 0.251471 | 0.251471 | 1.005884 | 0.251471                       | 0.251471 | 0.251471 | 0.251471 | 1.005884 |
| 2022      | 0.251471                         | 0.251471 | 0.251471 | 0.251471 | 1.005884 | 0.251471                       | 0.251471 | 0.251471 | 0.251471 | 1.005884 |
| 2023      | 0.251471                         | 0.251471 | 0.251471 | -        | 0.754413 | 0.251471                       | 0.251471 | 0.251471 | -        | 0.754413 |
|           | Total Contract Awards            |          |          |          | 4.275000 | Total Disbursements            |          |          |          | 4.275000 |

| IFAD | Contract Awards (in USD million) |          |          |          |           | Disbursements (in USD million) |          |          |          |           |
|------|----------------------------------|----------|----------|----------|-----------|--------------------------------|----------|----------|----------|-----------|
|      | Q1                               | Q2       | Q3       | Q4       | Total     | Q1                             | Q2       | Q3       | Q4       | Total     |
| 2018 | -                                | -        | -        | 2.899984 | 2.899984  | -                              | -        | -        | -        | -         |
| 2019 | -                                | -        | -        | -        | -         | -                              | -        | 0.161094 | 0.161111 | 0.322205  |
| 2020 | 0.500000                         | 0.500000 | 0.500000 | 0.500000 | 2.000000  | 0.161111                       | 0.161111 | 0.161111 | 0.622650 | 1.105983  |
| 2021 | 0.500000                         | 0.500000 | 0.500000 | 0.500000 | 2.000000  | 0.622650                       | 0.622650 | 0.622650 | 0.622650 | 2.490600  |
| 2022 | 0.500000                         | 0.500000 | 0.500000 | 0.500000 | 2.000000  | 0.622650                       | 0.622650 | 0.622650 | 0.622650 | 2.490600  |
| 2023 | 0.366372                         | 0.366372 | 0.367272 | -        | 1.100016  | 0.897428                       | 0.897428 | 0.897428 | 0.898328 | 3.590612  |
|      | Total Contract Awards            |          |          |          | 10.000000 | Total Disbursements            |          |          |          | 10.000000 |

| TOTAL | Contract Awards (in USD million) |          |          |          |           | Disbursements (in USD million) |          |          |          |           |
|-------|----------------------------------|----------|----------|----------|-----------|--------------------------------|----------|----------|----------|-----------|
|       | Q1                               | Q2       | Q3       | Q4       | Total     | Q1                             | Q2       | Q3       | Q4       | Total     |
| 2018  | -                                | 3.740000 | 2.411000 | 3.749984 | 9.900984  | -                              | -        | 2.000000 | -        | 2.000000  |
| 2019  | 0.228474                         | 0.290140 | 0.666134 | 2.650756 | 3.835504  | 0.379113                       | 0.476125 | 1.060433 | 1.060457 | 2.976128  |
| 2020  | 3.089089                         | 3.089089 | 3.089089 | 3.089089 | 12.356356 | 1.064311                       | 1.068423 | 2.915685 | 3.377224 | 8.425643  |
| 2021  | 3.089089                         | 3.089089 | 3.089089 | 3.089089 | 12.356356 | 3.377224                       | 3.377224 | 3.377224 | 3.377224 | 13.508896 |
| 2022  | 3.089089                         | 3.089089 | 3.089089 | 3.089089 | 12.356356 | 3.377224                       | 3.377224 | 3.377224 | 3.377224 | 13.508896 |
| 2023  | 2.761479                         | 2.761479 | 2.761486 | -        | 8.284444  | 5.040702                       | 5.051754 | 5.051754 | 4.436227 | 19.580437 |
|       | Total Contract Awards            |          |          |          | 59.090000 | Total Disbursements            |          |          |          | 60.000000 |

**J. Fund Flow Diagram**



AA = advance account; ADB = Asian Development Bank; DCU = development coordination unit; DOA = District Office of Agriculture; DRR = disaster risk reduction; GDA = General Directorate of Agriculture; IFAD = International Fund for Agricultural Development; LIG = livelihood improvement group; MAFF = Ministry of Agriculture, Forestry and Fisheries; MEF = Ministry of Finance; MIG = marketing improvement group; MPTC = Ministry of Posts & Telecommunications; NCCDS = National Committee for Sub-National Democratic Development Secretariat; NCDMS = National Committee for Disaster Management Secretariat; RGC = Royal Government of Cambodia; SSP = special service provider.

## V. FINANCIAL MANAGEMENT

### A. Financial Management Assessment

27. The financial management assessment was conducted in March 2017 in accordance with ADB's Guidelines for the Financial Management and Analysis of Projects and the Financial Due Diligence: A Methodology Note. The financial management assessment considered the capacity of the executing agencies, including funds-flow arrangements, staffing, accounting and financial reporting systems, financial information systems, and internal and external auditing arrangements.

28. Based on the assessment, the key financial management risks identified are the late completion of annual financial statements and external audit reports, and the lack of any internal audits to test the project's internal control systems in detail. Further risks were identified from weaknesses in accounting policies and procedures. The project applies the government's financial management manual for externally funded projects, but does not have a comprehensive finance manual specifically for the project, and there is no documented delegation of authority/approval schedule. In addition, there are some unresolved tax issues, and some weak controls over contract monitoring, budget monitoring, and the controls of LIG funds.

29. It is concluded that the overall pre-mitigation financial management risk of the executing agencies is substantial. The borrower and executing agencies have agreed to implement an action plan as key measures to address the deficiencies. The financial management action plan is provided in the table below. The residual risk with the implementation measures in place is moderate. Financial management risks and risk-mitigation measures should be reviewed and updated throughout the life of the project.

**Table 7: Financial Management Action Plan**

| <b>Risk area</b>  | <b>Mitigation actions</b>   | <b>Responsibility</b>               | <b>Timeframe</b>   |
|---|---|-------------------------------------|--|
| Funds flow – LIG funds                                  | Reinforce the procedures in the project's LIG guidelines. Conduct further training, including on updating cashbooks and performing reconciliations.   | Project                             | Within 6 months of project start                             |
| Staffing  | Recruit a national finance consultant to support each executing agency.   | Project                             | Within 3 months of project start                             |
| Accounting policies and procedures - manual             | Prepare a more comprehensive project finance manual.  | Project                             | Within 6 months of project start                             |
| Accounting policies and procedures – approval levels    | Prepare a list of approval authorities and included in the project finance manual, including rules for alternate signing.   | Project                             | Within 6 months of project start                             |
| Accounting policies and procedures – contract registers | Set up and use contract registers that show full details for each contract, including contract value, invoices paid and contract balance.   | Project                             | Within 3 months of project start                             |
| Accounting policies and procedures - tax                | Agree which tax exemptions it will grant to the project.<br>Issue official tax exemption letters.<br><br>Apply the Cambodian tax law on all costs which are not covered by official MEF exemptions. | ADB & MEF<br><br>MEF<br><br>Project | During preparation<br>On project start<br>During preparation |

| Risk area                | Mitigation actions  | Responsibility | Timeframe                                     |
|--------------------------|---|----------------|---|
| Internal audit           | The project will ensure that internal audits are conducted every year by the internal audit departments of MAFF/NCDDS or by external auditors appointed by the project, and internal audit reports submitted to the ADB annually.   | Project        | Annually                                      |
| External audit           | (i) prepare draft financial statements before the audit fieldwork starts;<br>(ii) prepare the list of requested documents from auditors before the audit fieldwork starts;<br>(iii) respond promptly to queries from auditors;<br>(iv) report to the MEF if audit fieldwork or draft reports are behind schedule, and<br>(v) ensure audited financial statements are submitted to ADB within 6 months of the fiscal year end. | Project        | Annually                                      |
| Reporting and monitoring | Produce more frequent finance reports, highlighting major variances.  | Project        | Within 6 months of project start.             |
| Information systems      | Renew licensed accounting software.   | Project        | One month before the current license expires. |

ADB = Asian Development Bank; LIG = livelihood improvement group; MAFF = Ministry of Agriculture, Forestry and Fisheries; MEF = Ministry of Economy and Finance; NCDDS = National Committee for Sub-National Democratic Development Secretariat.

## B. Disbursement

### 1. Disbursement Arrangements for ADB and IFAD Funds

30. The loan and grant proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time), and detailed arrangements agreed upon between the government and ADB. Online training for project staff on disbursement policies and procedures is available at <http://wpqr4.adb.org/disbursement>. Project staff are encouraged to avail of this e-training to help ensure efficient disbursement and fiduciary control.

31. The disbursement arrangements of the ADB proceeds which will be used by the project are direct payment by ADB (for large invoices such as payments to consulting firms and procurement of some goods), reimbursement, advance fund procedures, liquidation and replenishment, and the statement of expenditures (SOE). MAFF and NCDDS will be responsible for (i) preparing contract awards and disbursement projections; (ii) requesting budgetary allocations for counterpart funds; (iii) collecting supporting documents; and (iv) preparing and sending withdrawal applications to ADB.

32. Immediately after effectiveness, the government (through MEF) will open three pass-through accounts at the National Bank of Cambodia to receive the advances from ADB and IFAD. The pass-through accounts will be in US dollar.

33. Five advance accounts will be opened, at a commercial bank, and managed by the executing agencies as follows:

- (i) MAFF will administer two advance accounts for MAFF operations costs. One account will use ADB loan funds, and the second account will use IFAD loan funds.
- (ii) NCDDS will administer three advance accounts for NCDDS operations costs. One account will use ADB loan funds, the second account will use ADB grant funds, and the third account will use IFAD loan funds.

34. The currency of the advance accounts is in US dollar. The advance accounts are to be used exclusively for the respective ADB's and IFAD's share of eligible expenses. The executing agencies which established the advance accounts in their names are accountable and responsible for proper use of advances to the advance account, including advances to the sub-accounts.

35. The total outstanding advance to the respective advance accounts should not exceed the estimate of ADB's and IFAD's share of expenditures to be paid through the respective advance account for the forthcoming six months. The executing agencies may request for initial and additional advances to the respective advance account based on an Estimate of Expenditure Sheet<sup>7</sup> setting out the estimated expenditures to be financed through the respective advance account for the forthcoming six months. Supporting documents should be submitted to ADB or retained by the executing agencies in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time) when liquidating or replenishing the advance accounts. Each executing agency will prepare separate withdrawal applications for each funding source. All withdrawal applications will be sent to ADB for processing.

36. Commune councils will open and maintain regular accounts, at commercial banks, for variable block grant funds and commune council operating costs. These will be held at a commercial bank. The funding will be disbursed from NCDDS advance account for loan funds. Commune councils will manage the variable block grants. The design and supervision consultants will assist commune councils to supervise construction, and ensure that payment requests by contractors are accurately verified. Provincial support teams will supervise and support the activities of the commune councils in respect of rural infrastructure subprojects and livelihood improvement activities monitor the disbursement of funds by the commune councils from the Community Development Fund (CDF) accounts and endorse the requests for variable block grant replenishment.<sup>8</sup> NCDDS will conduct overall monitoring, and will maintain a central database of all variable block grant contracts and disbursements.

37. The project will provide funding support to new LIGs to establish revolving fund with an amount not exceeding \$240 per member. LIGs will be responsible for the financial management of the revolving fund, and will follow the procedures in the 'Guidelines on the Formation of Livelihood Improvement Groups'. District support teams will monitor the progress of LIGs and assist in the resolution of problems and constraints. Special Service Provider (SSP 7) will conduct a semi-annual assessment and reporting to NCDDS of LIG performance and consolidation of the status of Group Revolving Fund records by group, village, commune, district and province with identification of problems/issues and corrective action required.

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<sup>7</sup> ADB. 2017. *Loan Disbursement Handbook*. 10B.

<sup>8</sup> The Guidelines for Utilization of Commune Development Fund for Livelihood Development were developed for the original TSSD project, and will be revised and updated to accommodate the use of the variable block grants to be funded under the TSSD-AF.

38. **Statement of expenditure procedure.**<sup>9</sup> The SOE procedure may be used for reimbursement of eligible expenditures or liquidation of advances to the advance accounts. Any individual payment to be reimbursed or liquidated under this procedure shall not exceed the equivalent of \$100,000. Supporting documents and records for the expenditures claimed under the SOE should be maintained and made readily available for review by ADB's disbursement and review missions, upon ADB's request for submission of supporting documents on a sampling basis, and for independent audit.

39. Before the submission of the first withdrawal application, the borrower should submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the government, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is set in accordance with the ADB's Loan Disbursement Handbook<sup>10</sup> (2017, as amended from time to time). Individual payments below this amount should be paid (i) by the executing agency and subsequently claimed to ADB through reimbursement, or (ii) through the advance fund procedure, unless otherwise accepted by ADB.

40. The advance account for the IFAD loan proceeds will only be used for expenses relating to the services to be rendered by the SSP 8 for agriculture value chains and market linkages, and infrastructure/facilities to support value chains to be prioritized by the LIGs and MIGs. The disbursement procedures to be used will be (i) SOE procedure for all individual payments, not exceeding the equivalent of \$100,000, to be reimbursed or liquidated, and (ii) direct payment by IFAD. The executing agencies shall submit one original of the withdrawal application and copies of supporting documents to IFAD, and one original of the withdrawal application and copies of supporting documents to ADB. ADB shall review each withdrawal application and advise IFAD to make the necessary payment, if any, subject to approval by IFAD.

## **2. Disbursement Arrangements for Counterpart Fund**

41. Withdrawal of the government counterpart funds must be made in accordance with government policies and procedures, in accordance with the Financial Management Manual for Externally Financed Projects/Programs in Cambodia (MEF, 2012).

42. Immediately after effectiveness, the government (through MEF) will open a designated account at the National Bank of Cambodia. The designated account will be in US dollar. Two project accounts will be opened, at a commercial bank that is acceptable to the MEF, and managed by the executing agencies as follows:

- (i) MAFF will administer one project account.
- (ii) NCDDS will administer one project account.

43. The executing agencies shall complete a request for initial advance of counterpart funds together with supporting documents and submit to MEF—Department of Investment and Cooperation. The maximum amount of the advance of counterpart funds will be agreed between the executing agencies and MEF. The executing agencies will request replenishments by completing a request for replenishment and attaching a statement of actual expenditure

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<sup>9</sup> SOE forms are available in Appendix 9B and 9C of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).

<sup>10</sup> <https://www.adb.org/sites/default/files/institutional-document/33606/loan-disbursement-handbook3.pdf>

together with the disbursement tracking form for counterpart funds. The request must be signed by the authorized signatories of the executing agencies and submitted to the MEF-Department of Investment and Cooperation. Counterpart funds may only be withdrawn for expenditures of the project which are specified in the loan agreements

### **C. Accounting**

44. NCDDES and MAFF will maintain, or cause to be maintained, separate books and records by funding source for all expenditures incurred on the project following licensed accounting software. The executing agencies will prepare project financial statements in accordance with the International Public Sector Accounting Standards: Cash Basis.

45. The project will comply with the Financial Management Manual for Externally Financed Projects/Programs in Cambodia (MEF, 2012). In addition, the project will prepare a project finance manual to explain the detailed project-specific financial procedures to be followed by all executing agencies including delegated authorities and approval levels, controls established for project activities, funding to and reporting from sub-national levels.

### **D. Auditing and Public Disclosure**

46. MAFF will cause the consolidated detailed project financial statements to be audited in accordance with International Standards on Auditing, and/or in accordance with the government's audit regulations, by an independent auditor recruited by the Ministry of Economy of Finance, acceptable to ADB. The audited project financial statements together with the auditor's opinion will be presented in the English language to ADB within six months from the end of the fiscal year by the executing agencies.

47. The audit report for the project financial statements will include a management letter and auditor's opinions, which cover (i) whether the project financial statements present an accurate and fair view or are presented fairly, in all material respects, in accordance with the applicable financial reporting standards; (ii) whether the proceeds of the loan and grant were used only for the purpose(s) of the project; and (iii) whether the borrower or executing agency was in compliance with the financial covenants contained in the legal agreements (where applicable).

48. Compliance with financial reporting and auditing requirements will be monitored by review missions and during normal program supervision, and followed up regularly with all concerned, including the external auditor.

49. The government, NCDDES and MAFF have been made aware of ADB's approach to delayed submission, and the requirements for satisfactory and acceptable quality of the audited project financial statements.<sup>11</sup> ADB reserves the right to require a change in the auditor (in a

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<sup>11</sup> ADB's approach and procedures regarding delayed submission of audited project financial statements:

(i) When audited project financial statements are not received by the due date, ADB will write to the executing agency advising that (a) the audit documents are overdue; and (b) if they are not received within the next six months, requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed.

(ii) When audited project financial statements are not received within six months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters. ADB will (a) inform the

manner consistent with the constitution of the borrower), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

50. Public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements, will be guided by ADB's Public Communications Policy 2011.<sup>12</sup> After the review, ADB will disclose the audited project financial statements and the opinion of the auditors on the project financial statements no later than 14 days of ADB's confirmation of their acceptability by posting them on ADB's website. The management letter, additional auditor's opinions, and audited entity financial statements will not be disclosed.

## **VI. PROCUREMENT AND CONSULTING SERVICES**

### **A. Advance Actions**

51. All advance actions will be undertaken in conformity with ADB Procurement Guidelines (2015, as amended from time to time) and ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The issuance of invitations to bid under advance actions will be subject to ADB's prior review and approval. The borrower, MAFF and NCDDS, have been advised that approval of advance actions does not commit ADB to finance the project.

52. The services of the PIC firm rendered in the original project were confirmed to be satisfactory by the executing agencies. To ensure a smooth continuation of the previous work carried out by the firm, the services of the PIC will be extended through a new contract to cover the new project scope using single source selection method. MAFF will conduct advance action for the single source selection of the PIC firm. It is anticipated that the contract will be ready for signing immediately upon effectiveness of the additional financing.

53. The executing agencies will initiate recruitment of five SSPs, subject to ADB's No-Objection on various stages, including requesting for expressions of interest, shortlisting, sending out of requests for proposals, and evaluation of technical and financial proposals. Advance actions will also be conducted for the two representative subprojects and vehicles/office equipment. The bidding documents will be prepared, requests for quotations will be sent out, and evaluation of quotations/bids will be completed before project effectiveness.

### **B. Procurement of Goods, Works and Consulting Services**

54. All procurement of goods and works will be undertaken in accordance with ADB's Procurement Guidelines (2015, as amended from time to time).

55. International competitive bidding procedures will be used for civil works contracts estimated to cost of \$3.0 million or more, and goods contracts valued at \$1.0 million or higher. National competitive bidding procedures will be used for civil works contracts estimated to cost less than \$3.0 million, and goods contracts valued less than \$1 million. Shopping will be used

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executing agency of ADB's actions; and (b) advise that the loan may be suspended if the audit documents are not received within the next six months.

(iii) When audited project financial statements are not received within 12 months after the due date, ADB may suspend the loan.

<sup>12</sup> Public Communications Policy: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>.

for contracts for procurement of works and equipment worth \$100,000 and below. For the subprojects, when the total cost is below \$30,000, the commune will follow the procurement procedures in the Sangkat PIM. When the total cost is equal to or above \$30,000, procurement will follow the standard operating procedure for shopping with advertisement.

56. Before the start of any procurement, ADB and the government will review the standard operating procedure (procurement manual) for externally financed projects/programs<sup>13</sup> to ensure consistency with ADB's Procurement Guidelines (2015, as amended from time to time).

57. An 18-month procurement plan indicating threshold and review procedures, goods, works, and consulting service contract packages and national competitive bidding guidelines is in Section C.

58. All consultants will be recruited according to ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).<sup>14</sup> The terms of reference for all consulting services are detailed in Appendices 6-11.

59. An estimated 197 person-months (35 international, 162 national) of consulting services under the single source selection for the PIC firm are required to (i) facilitate project management and implementation; and (ii) strengthen the institutional and operational capacity of the executing agencies. In addition, 1,113 national person-months of consultants' input using individual consultant selection method will be recruited by both MAFF and NCDDES for support especially at the provincial level.

## C. Procurement Plan

### Basic Data

|   |   |
|---|---|
| <b>Project Name:</b> Tonle Sap Poverty Reduction and Smallholder Development Project - Additional Financing   |   |
| <b>Project Number:</b> 41435-054  | <b>Approval Number:</b>   |
| <b>Country:</b> Cambodia  | <b>Executing Agency:</b><br>Ministry of Agriculture, Forestry and Fisheries (MAFF)<br>National Committee for Sub-National Democratic Development Secretariat (NCDDES) |
| <b>Project Procurement Classification:</b> B  | <b>Implementing Agency:</b> MAFF and NCDDES   |
| <b>Procurement Risk:</b> Moderate   |   |
| <b>Project Financing Amount:</b> \$66 million<br><b>ADB Financing:</b> \$50 million<br><b>Co-financing by IFAD (ADB Administered):</b> \$10 million<br><b>Non-ADB Financing:</b><br>Government: \$6 million | <b>Project Closing Date:</b> 31 July 2023   |
| <b>Date of First Procurement Plan:</b> 15 June 2017   | <b>Date of this Procurement Plan:</b> 4 August 2017   |

## A. Methods, Thresholds, Review and 18-Month Procurement Plan

<sup>13</sup> The standard operating procedures, promulgated in July 2012, contains guidelines and procedures for managing externally-financed projects, particularly in the areas of project management, procurement and financial management.

<sup>14</sup> Checklists for actions required to contract consultants by method available in e-Handbook on Project Implementation at: <http://www.adb.org/documents/handbooks/project-implementation/>.

## 1. Procurement and Consulting Methods and Thresholds

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

| Procurement of Goods and Works                    |                                   |  |
|---|-----------------------------------|--|
| Method  | Threshold                         | Comments   |
| International Competitive Bidding (ICB) for Goods | \$1,000,000 and Above             | Prior review.  |
| National Competitive Bidding (NCB) for Goods      | Between \$100,001 and \$999,999   | The first draft English language version of the procurement documents should be submitted by MAFF and NCDDDS for ADB review and approval regardless of the estimated contract amount. ADB approved procurement documents should be used as a model for all subsequent NCB procurement financed by ADB, and need not be subjected to further prior review.      |
| Shopping for Goods                                | Up to \$100,000                   | The first draft English language version of the procurement documents should be submitted by MAFF and NCDDDS for ADB review and approval regardless of the estimated contract amount. ADB approved procurement documents should be used as a model for all subsequent Shopping procurement financed by ADB, and need not be subjected to further prior review. |
| International Competitive Bidding for Works       | \$3,000,000 and Above             | Prior review.  |
| National Competitive Bidding for Works            | Between \$100,001 and \$2,999,999 | Same as NCB for Goods. Additional procedures for establishing a procurement review committee and a bid evaluation committee at each project province for procurement of works will be submitted by the Government to ADB for approval.   |
| Shopping for Works                                | Up to \$100,000                   | Same as Shopping for Goods. Contracts from \$30,000-\$100,000 will be procured at the provincial level. Additional procedures for establishing a procurement review committee and a bid evaluation committee at each project province for procurement of works will be   |

| Procurement of Goods and Works                                   |                |   |
|--|----------------|---|
| Method   | Threshold      | Comments  |
|  |                | submitted by the Government to ADB for approval. Contracts below \$30,000 will be procured at the commune council level.  |
| Community Participation in Procurement for O&M of infrastructure | Up to \$30,000 | The first version of the procurement documents should be submitted by NCDDS for ADB review and approval regardless of the estimated contract amount. ADB-approved procurement documents should be used as a model for all subsequent community participation in procurement financed by ADB, and need not be subjected to further prior review. |

| Consulting Services   |  |
|---|--|
| Method  | Comments   |
| Quality- and Cost-Based Selection for Consulting Firm       | Prior review.  |
| Single Source Selection (SSS) for Consulting Firm           | Prior review. SSS is proposed for the project implementation consultant firm to ensure a smooth continuation of the previous work provided in the original project. The executing agencies confirmed that the firm provided satisfactory services. |
| Individual Consultants Selection for Individual Consultants | Prior review.  |

## 2. Goods and Works Contracts Estimated to Cost \$1 Million or More

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

| Package Number | General Description | Estimated Value | Procurement Method | Review (Prior/ Post) | Bidding Procedure | Advertisement Date (quarter/year) | Comments |
|----------------|---------------------|-----------------|--------------------|----------------------|-------------------|-----------------------------------|----------|
| None           |                     |                 |                    |                      |                   |                                   |          |

## 3. Consulting Services Contracts Estimated to Cost \$100,000 or More

62. The following table lists consulting services contracts for which the recruitment activity is either on-going or expected to commence within the next 18 months.

| Package Number  | General Description                | Estimated Value | Recruitment Method | Review (Prior/ Post) | Advertisement Date (quarter/year) | Type of Proposal | Comments                  |
|-----------------|------------------------------------|-----------------|--------------------|----------------------|-----------------------------------|------------------|---------------------------|
| TSSD-AF-CS001/M | Project Implementation Consultants | 1,276,077.00    | SSS                | Prior                | Q4 / 2017                         | FTP              | Assignment: International |

| Package Number         | General Description                                     | Estimated Value | Recruitment Method | Review (Prior/ Post) | Advertisement Date (quarter/ year) | Type of Proposal | Comments   |
|------------------------|---|-----------------|--------------------|----------------------|------------------------------------|------------------|--|
| AFF                    |   |                 |                    |                      |                                    |                  | Comments: To be recruited by MAFF under advance action. The estimated value excludes taxes.  |
| TSSD-AF-CS001/N CDDS   | Infrastructure Design and Supervision Consultants       | 1,699,800.00    | QCBS               | Prior                | Q3 / 2017                          | FTP              | Assignment: National<br><br>Quality-Cost Ratio: 80:20<br><br>Comments: To be recruited by NCDDES under advance action. The estimated value excludes taxes. |
| TSSD-AF-CS002/N CDDS   | Livelihood Improvement Groups Support (SSP 7)           | 1,561,000.00    | QCBS               | Prior                | Q3 / 2017                          | FTP              | Assignment: National<br><br>Quality-Cost Ratio: 80:20<br><br>Comments: To be recruited by NCDDES under advance action. The estimated value excludes taxes. |
| TSSD-AF-ICS001/ NCDDES | Decentralization and Deconcentration Management Advisor | 142,800.00      | ICS                | Prior                | Q3 / 2017                          |                  | Assignment: National<br><br>Expertise: Management<br><br>Comments: To be recruited by NCDDES under advance action. The estimated value excludes            |

| Package Number       | General Description   | Estimated Value | Recruitment Method | Review (Prior/ Post) | Advertisement Date (quarter/ year) | Type of Proposal | Comments   |
|----------------------|-----------------------|-----------------|--------------------|----------------------|------------------------------------|------------------|--|
|                      |                       |                 |                    |                      |                                    |                  | taxes.   |
| TSSD-AF-ICS002/NCDDS | NCDDS Finance Advisor | 142,800.00      | ICS                | Prior                | Q3 / 2017                          |                  | Assignment: National<br><br>Expertise: Finance/ Accounting<br><br>Comments: To be recruited by NCDDS under advance action. The estimated value excludes taxes. |
| TSSD-AF-ICS001/MAFF  | MAFF Finance Advisor  | 142,800.00      | ICS                | Prior                | Q3 / 2017                          |                  | Assignment: National<br><br>Expertise: Finance/ Accounting<br><br>Comments: To be recruited by MAFF under advance action. The estimated value excludes taxes.  |

**4. Goods and Works Contracts Estimated to Cost Less than \$1 Million and Consulting Services Contracts Less than \$100,000 (Smaller Value Contracts)**

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

| Goods and Works   |   |                 |                  |                    |                      |                   |                                    |  |
|-------------------|---|-----------------|------------------|--------------------|----------------------|-------------------|------------------------------------|--|
| Package Number    | General Description   | Estimated Value | No. of Contracts | Procurement Method | Review (Prior/ Post) | Bidding Procedure | Advertisement Date (quarter/ year) | Comments   |
| TSSD-AF-G001/MAFF | Office equipment and furniture for national and sub-national levels | 12,392.00       | 2                | SHOPPING           | Prior                | N/A               | Q4 / 2017                          | Comments: To be procured by MAFF under advance action. The |

| Goods and Works          |   |                 |                  |                    |                      |                   |                                    |   |
|--------------------------|---|-----------------|------------------|--------------------|----------------------|-------------------|------------------------------------|---|
| Package Number           | General Description   | Estimated Value | No. of Contracts | Procurement Method | Review (Prior/ Post) | Bidding Procedure | Advertisement Date (quarter/ year) | Comments  |
|                          |   |                 |                  |                    |                      |                   |                                    | estimated value excludes taxes and duties. Prior review for the first contract; post review for the second contract.  |
| TSSD-AF-G001/NC DDS-MAFF | Four vehicles   | 128,000.00      | 1                | NCB                | Prior                | 1S1E              | Q4 / 2017                          | Prequalification of Bidders: N<br><br>Domestic Preference Applicable: N<br><br>Bidding Document: Goods<br><br>Comments: To be procured by MAFF under advance action. The estimated value excludes taxes and duties. |
| TSSD-AF-G002/NC DDS      | Office equipment and furniture for national and sub-national levels | 406,125.00      | 2                | NCB                | Post                 | 1S1E              | Q4 / 2017                          | Prequalification of Bidders: N<br><br>Domestic Preference Applicable: N<br><br>Bidding Document: Goods<br><br>Comments: To be procured by NCDDS under advance   |

| Goods and Works     |  |                 |                  |                    |                      |                   |                                    |  |
|---------------------|--|-----------------|------------------|--------------------|----------------------|-------------------|------------------------------------|--|
| Package Number      | General Description  | Estimated Value | No. of Contracts | Procurement Method | Review (Prior/ Post) | Bidding Procedure | Advertisement Date (quarter/ year) | Comments   |
|                     |  |                 |                  |                    |                      |                   |                                    | action. The estimated value excludes taxes and duties.   |
| TSSD-AF-G003/NC DDS | Motorcycles for sub-national levels (district and commune)               | 327,300.00      | 1                | NCB                | Prior                | 1S1E              | Q4 / 2017                          | Prequalification of Bidders: N<br><br>Domestic Preference Applicable: N<br><br>Bidding Document: Goods<br><br>Comments: To be procured by NCDDS under advance action. The estimated value excludes taxes and duties. |
| TSSD-AF-W001/NC DDS | Rehabilitation of Batheay-Chbar Ampov Road Subproject (Pilot Subproject) | 162,086.00      | 1                | NCB                | Prior                | 1S1E              | Q4 / 2017                          | Prequalification of Bidders: N<br><br>Domestic Preference Applicable: N<br><br>Bidding Document: Small Works<br><br>Comments: To be procured by NCDDS under advance action. Contract value includes taxes.           |

| <b>Goods and Works</b>     |   |                        |                         |                           |                             |   |   |  |
|----------------------------|---|------------------------|-------------------------|---------------------------|-----------------------------|---|---|--|
| <b>Package Number</b>      | <b>General Description</b>  | <b>Estimated Value</b> | <b>No. of Contracts</b> | <b>Procurement Method</b> | <b>Review (Prior/ Post)</b> | <b>Bidding Procedure</b>                  | <b>Advertisement Date (quarter/ year)</b> | <b>Comments</b>  |
| TSSD-AF-W002/N CDDS        | Rehabilitation of Canal Irrigation at Lvea Commune (Pilot Subproject) | 197,198.00             | 1                       | NCB                       | Post                        | 1S1E                                      | Q4 / 2017                                 | Prequalification of Bidders: N<br><br>Domestic Preference Applicable: N<br><br>Bidding Document: Small Works<br><br>Comments: To be procured by NCDDS under advance action. Contract value includes taxes. |
| <b>Consulting Services</b> |   |                        |                         |                           |                             |   |   |  |
| <b>Package Number</b>      | <b>General Description</b>  | <b>Estimated Value</b> | <b>No. of Contracts</b> | <b>Recruitment Method</b> | <b>Review (Prior/ Post)</b> | <b>Advertisement Date (quarter /year)</b> | <b>Type of Proposal</b>                   | <b>Comments</b>  |
| TSSD-AF-ICS003/ NCDDS      | Provincial Project Management Advisors                                | 481,950.00             | 7                       | ICS                       | Prior                       | Q1 / 2018                                 |   | Assignment : National<br><br>Expertise: Management<br><br>Comments: To be recruited by NCDDS. The estimated value excludes taxes.  |
| TSSD-AF-ICS004/ NCDDS      | Local Government Finance/Procurement Advisors                         | 481,950.00             | 7                       | ICS                       | Prior                       | Q1 / 2018                                 |   | Assignment : National<br><br>Expertise: Finance/ Accounting<br><br>Comments: To be   |

| Goods and Works       |   |                 |                  |                    |                      |                   |                                    |   |
|-----------------------|---|-----------------|------------------|--------------------|----------------------|-------------------|------------------------------------|---|
| Package Number        | General Description                               | Estimated Value | No. of Contracts | Procurement Method | Review (Prior/ Post) | Bidding Procedure | Advertisement Date (quarter/ year) | Comments  |
|                       |   |                 |                  |                    |                      |                   |                                    | recruited by NCDDDS. The estimated value excludes taxes.  |
| TSSD-AF-ICS005/NCDDDS | Provincial Livelihood Advisors                    | 91,800.00       | 2                | ICS                | Prior                | Q1 / 2018         |                                    | Assignment : National<br><br>Expertise: Rural sociology/ Agriculture/ Rural Development<br><br>Comments: To be recruited by NCDDDS. The estimated value excludes taxes. |
| TSSD-AF-ICS002/MAFF   | ICT Team Leader/ Subject Matter & Data collection | 48,001.00       | 1                | ICS                | Prior                | Q4 / 2018         |                                    | Assignment : National<br>Expertise: ICT and marketing<br><br>Comments: To be recruited by MAFF. The estimated value excludes taxes.                                     |
| TSSD-AF-ICS003/MAFF   | ICT-Subject Matter & Data Collection Specialist   | 45,001.00       | 1                | ICS                | Prior                | Q4 / 2018         |                                    | Assignment : National<br><br>Expertise: ICT and marketing<br><br>Comments: To be recruited by MAFF. The estimated value excludes taxes.                                 |

| Goods and Works     |  |                 |                  |                    |                      |                   |                                    |  |
|---------------------|--|-----------------|------------------|--------------------|----------------------|-------------------|------------------------------------|--|
| Package Number      | General Description                                    | Estimated Value | No. of Contracts | Procurement Method | Review (Prior/ Post) | Bidding Procedure | Advertisement Date (quarter/ year) | Comments   |
| TSSD-AF-ICS004/MAFF | ICT-Content Development/ Digital Multimedia Specialist | 35,999.00       | 1                | ICS                | Prior                | Q4 / 2018         |                                    | Assignment : National<br><br>Expertise: ICT<br><br>Comments: To be recruited by MAFF. The estimated value excludes taxes.            |
| TSSD-AF-ICS005/MAFF | Targeted Communications and Training Specialist        | 35,999.00       | 1                | ICS                | Prior                | Q4 / 2018         |                                    | Assignment : National<br><br>Expertise: Communications<br><br>Comments: To be recruited by MAFF. The estimated value excludes taxes. |
| TSSD-AF-ICS006/MAFF | Agribusiness & Digital Marketing Specialist            | 22,501.00       | 1                | ICS                | Prior                | Q4 / 2018         |                                    | Assignment : National<br><br>Expertise: Marketing<br><br>Comments: To be recruited by MAFF. The estimated value excludes taxes.      |

## B. Indicative List of Packages Required Under the Project

64. The following table provides an indicative list of goods, works and consulting services contracts over the life of the project, other than those mentioned in previous sections (i.e., those expected beyond the current period).

| Goods and Works      |                            |                              |                            |                    |                     |                   |   |
|----------------------|----------------------------|------------------------------|----------------------------|--------------------|---------------------|-------------------|---|
| Package Number       | General Description        | Estimated Value (cumulative) | Estimated No. of Contracts | Procurement Method | Review (Prior/Post) | Bidding Procedure | Comments  |
| TSSD-AF-W00xx/NCDDS  | Infrastructure Subprojects | 23,874,216.00                | 14                         | NCB                | Post                | 1S1E              | <p>Prequalification of Bidders: N</p> <p>Domestic Preference Applicable: N</p> <p>Bidding Document: Small Works</p> <p>Comments: Procurement by NCDDS. Procurement at the provincial level may apply following the approved additional procedures for procurement of works at the provincial level. Shopping may be used depending on the estimated value of the subproject. Contract value includes taxes.</p> |
| TSSD-AF-W00xxx/NCDDS | Infrastructure Subprojects | 2,000,000.00                 | 69                         | SHOPPING           | Post                |                   | <p>Comments: Procurement by commune councils for packages under \$30,000. Contract value includes taxes.</p>  |

| Consulting Services |                     |                              |                            |                    |                       |                  |          |
|---------------------|---------------------|------------------------------|----------------------------|--------------------|-----------------------|------------------|----------|
| Package Number      | General Description | Estimated Value (cumulative) | Estimated No. of Contracts | Recruitment Method | Review (Prior / Post) | Type of Proposal | Comments |
| None                |                     |                              |                            |                    |                       |                  |          |

### C. Non-ADB Financing

The following table lists goods, works and consulting services contracts over the life of the project, financed by non-ADB sources (IFAD and the Government).

| <b>Goods and Works</b>     |                                     |                                      |                           |  |
|----------------------------|-------------------------------------|--------------------------------------|---------------------------|--|
| <b>General Description</b> | <b>Estimated Value (cumulative)</b> | <b>Estimated Number of Contracts</b> | <b>Procurement Method</b> | <b>Comments</b>  |
| Infrastructure Subprojects | 6,019,000.00                        | 7                                    | NCB (1S1E)                | <p>Prequalification of Bidders: N</p> <p>Domestic Preference Applicable: N</p> <p>Bidding Document: Small Works</p> <p>Comments: These subprojects are funded by IFAD. Procurement by NCDDS. Shopping may be used depending on the estimated value of the subproject. Contract value excludes taxes.</p> |

| <b>Consulting Services</b>                           |                                     |                                      |                           |   |
|--|-------------------------------------|--------------------------------------|---------------------------|---|
| <b>General Description</b>                           | <b>Estimated Value (cumulative)</b> | <b>Estimated Number of Contracts</b> | <b>Recruitment Method</b> | <b>Comments</b>   |
| Agriculture value chains and market linkages (SSP 8) | 2,991,511.00                        | 1                                    | QCBS (90:10) FTP          | <p>Assignment: National</p> <p>Quality-Cost Ratio: 90:10</p> <p>Comments: To be recruited by MAFF under advance action. The estimated value excludes taxes. Advertisement date: Q4 2017</p> |

## **National Competitive Bidding**

### **A. Regulation and Reference Documents**

65. The procedures to be followed for national competitive bidding shall be those set forth for the “National Competitive Bidding” method in the Government’s Procurement Manual issued under Sub-Decree Number 74 ANKR.BK, updated version dated 22 May 2012 with the clarifications and modifications described in the following paragraphs. These clarifications and modifications are required for compliance with the provisions of the Procurement Guidelines.

66. For the procurement of ADB financed contracts under National Competitive Bidding (NCB) procedures, the use of harmonized national bidding documents (NCB and National Shopping) developed in consultation with development partners including ADB, is mandatory except where the Government and ADB have agreed to amendments to any part of the documents. The Procurement Manual also advises users to check the ADB website from time to time for any update on ADB documents, which form the basis, among others, of the existing harmonized national bidding documents.

### **B. Procurement Procedures**

#### **1. Application**

67. Contract packages subject to National Competitive Bidding procedures will be those identified as such in the project Procurement Plan. Any change to the mode of procurement of any procurement package in the Procurement Plan shall be made through updating of the Procurement Plan, and only with prior approval of ADB.

#### **2. Sanctioning**

68. Bidders shall not be declared ineligible or prohibited from bidding on the basis of barring procedures or sanction lists, except individuals and firms sanctioned by ADB, without prior approval of ADB.

#### **3. Rejection of all Bids and Rebidding**

69. The Borrower shall not reject all bids and solicit new bids without ADB’s prior concurrence. Even when only one or a few bids is/are submitted, the bidding process may still be considered valid if the bid was satisfactorily advertised and prices are reasonable in comparison to market values.

#### **4. Advertising**

70. Bidding of NCB contracts shall be advertised on the ADB website via the posting of the Procurement Plan. Borrowers have the option of requesting ADB to post specific notices in the ADB website.

### **C. Bidding Documents**

#### **5. Use of Bidding Documents**

71. The Standard National Competitive Bidding Documents provided with the Government's Procurement Manual shall be used to the extent possible both for the master bidding documents and the contract-specific bidding documents. The English language version of the procurement documents shall be submitted for ADB review and approval in accordance with agreed review procedures (post and prior review) as indicated in the Procurement Plan. The ADB-approved procurement documents will then be used as a model for all procurement financed by ADB for the project.

## **6. Bid Evaluation**

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

73. A bidder shall not be required, as a condition for award of contract, to undertake obligations not specified in the bidding documents or otherwise to modify the bid as originally submitted.

## **7. Employer's Right to accept or Reject any or All Bids**

74. The decision of the Employer to accept or reject any or all bids shall be made in a transparent manner and involve an obligation to inform of the grounds for the decision through the bid evaluation report.

## **8. ADB Policy Clauses**

75. A provision shall be included in all NCB works and goods contracts financed by ADB requiring suppliers and contractors to permit ADB to inspect their accounts and records and other documents relating to the bid submission and the performance of the contract, and to have them audited by an independent auditor recruited by the Government (Ministry of Economy and Finance), acceptable to ADB in accordance with auditing standards acceptable to ADB.

76. A provision shall be included in all bidding documents for NCB works and goods contracts financed by ADB stating that the Borrower shall reject a proposal for award if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the contract in question.

77. A provision shall be included in all bidding documents for NCB works and goods contracts financed by ADB stating that ADB will declare a firm or individual ineligible, either indefinitely or for a stated period, to be awarded a contract financed by ADB, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices or any integrity violation in competing for, or in executing, ADB-financed contract.

## **D. Consultant's Terms of Reference**

78. All TORs of the consultants are included in the specified Appendices, including the following:

- (i) Project Implementation Consultants (Appendix 6);
- (ii) Infrastructure Design and Supervision Consultants (Appendix 7); and
- (iii) Individual consultants (Appendix 10).

79. All TORs of the special service providers are included in the specified Appendices, including the following:

- (i) LIG Support (SSP 7) (Appendix 8); and
- (ii) Agriculture Value Chain Development and Market Linkages (SSP 8) (Appendix 9).

## VII. SAFEGUARDS

80. **Safeguard categories.** The project has been classified as Category B for Environment, Category B for Involuntary Resettlement and Category B for Indigenous Peoples, in accordance with ADB's Safeguard Policy Statement (2009) safeguards classification system.<sup>15</sup> Future project activities including infrastructure subprojects will be screened and classified in accordance with requirements in the environmental assessment and review framework (EARF), resettlement framework and indigenous peoples planning framework. For non-infrastructure activities, a due diligence report will be prepared based on activities in the annual workplan and submitted to ADB for review. For infrastructure subprojects, the infrastructure design and supervision team will prepare preliminary studies of all proposed subprojects, including categorization of safeguards. The preliminary studies will be submitted to ADB for review and confirmation of safeguards classifications. Any subproject classified as Category "B" for environmental safeguards and resettlement will require an initial environmental examination (IEE) and/or a resettlement plan respectively, and will be subject to review by ADB and disclosure as per EARF and resettlement framework. For indigenous peoples, when a subproject is classified as Category B, if indigenous peoples are the sole or the overwhelming majority of direct project beneficiaries, and if only positive impacts are identified, the elements of an indigenous peoples plan could be included in the overall project design rather than a separate indigenous peoples plan. If adverse impacts are expected, an indigenous peoples plan will be prepared.

81. **Disclosure.** The executing agencies and implementing agencies will be responsible for disclosing all safeguard reports at the commune level. The executive summaries of the reports in English will be translated into Khmer.

82. **Prohibited investment activities.** Pursuant to ADB's Safeguard Policy Statement (2009), ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of the Safeguard Policy Statement (2009).

### A. Environment Safeguards

83. **Environment classification and assessments.** The classification has been confirmed as Environment Category B for the additional financing as potential adverse impacts are site-specific and can be readily mitigated through effective implementation of mitigation measures. An IEE and environmental management plan (EMP),<sup>16</sup> have been prepared for two subprojects considered representative of future subprojects, a rural road in Bantheay-Chbar Ampov Commune, Kampong Cham Province and an irrigation scheme in Lvea Commune, Prey Veng Province. A long list of future candidate subprojects has also been identified. An EARF<sup>17</sup> has been prepared to guide future subproject selection, screening, assessment and reporting.

84. **Environmental impacts.** For rural road subprojects, the main impacts during construction will be (i) dust from earthworks; (ii) noise from excavation, roadmaking and haulage machinery use; (iii) safety hazards and disruption from the operation of machinery and haulage vehicles; (iv)

<sup>15</sup> ADB Safeguard Categories. <https://www.adb.org/site/safeguards/safeguard-categories>

<sup>16</sup> Initial Environmental Examination and Environmental Management Plan (accessible from the list of linked documents in RRP Appendix 2)

<sup>17</sup> Environmental Assessment and Review Framework (accessible from the list of linked documents in RRP Appendix 2)

loss of roadside trees and vegetation; and (v) sourcing of roadmaking materials. During operation of the road, the main issues will be (i) dust and noise from increased traffic; (ii) road safety; (iii) hydrological changes (drainage through road and flooding behavior); and (iv) effects on agricultural irrigation and field drainage. For irrigation subprojects, the main impacts during construction will be (i) dust from earthworks in canal excavation; (ii) noise from excavation; (iii) safety hazards and disruption from the operation of machinery and haulage vehicles; (iv) loss of canal bank trees; and (v) spoil disposal. During operation of the irrigation area, the main issues will be (i) sustainability of water use (supply, demand, and water conflicts); and (ii) increase in agricultural chemicals.

**85. Environmental Management Plan.** The EMP presents impacts, mitigation and monitoring measures, institutional arrangements, training requirements and implementation budget. Budgets for EMP implementation will be included in the design, construction and operation and maintenance costs. The EMP will be implemented by the contractors and commune councils and supervised by the PICs and implementing agencies. The EMP is a critical document for project implementation and requirements are subject to project assurances and contractor requirements.

**86. Institutional Arrangements for Environmental and Climate Risk Management.** CARD will be responsible for ensuring that project performance is monitored throughout implementation and the project is implemented in line with ADB and government requirements. NCDDS will appoint a National Safeguards Officer to coordinate with subnational government counterparts and to oversee implementation of project environment and climate change requirements. A suitably qualified and experienced consulting company, will be recruited as design and supervision consultants, to support commune councils with design, bidding and supervision of infrastructure subprojects. The infrastructure design and supervision team includes a National Climate Change Specialist (6 person-months), and a National Environmental Safeguards Specialist (16 person-months) who will be responsible for supporting NCDDS' National Safeguards Officer with environmental and climate risk screening of subprojects and preparation of assessment reports and management plans, environmental training, environmental supervision and monitoring and preparation of quarterly project progress reports and semi-annual environmental monitoring reports in accordance with the EARF and the Project Climate and Disaster Risk Assessment.<sup>18</sup>

**87.** The PIC will include a National Environmental Safeguards/Climate Change Specialist. The PIC will support the implementing agencies, National Safeguards Officer and commune councils to fulfil their environmental responsibilities including preparing due diligence reports on non-infrastructure activities, monitoring, and providing inputs to quarterly project progress reports and semi-annual environmental monitoring reports. Environmental monitoring during operation of the subprojects in the longer term is the responsibility of the commune.

**88. Climate Risk and Vulnerability and Disaster Risk Reduction.** The project is classified as being at medium risk from climate change impacts. A Project Climate and Disaster Risk Assessment was developed, climate adaptation recommendations were made for the two representative subprojects and for the long list of future candidate infrastructure subprojects. The irrigation and road subprojects include flood resilient design specifications, including strengthening of canal walls, erosion/scour protection for sluice gates, increase in road height, additional drainage structures and slope stabilization measures. The project EARF and assurances require that the climate and disaster risk assessment recommendations be considered in the design of future subprojects. International practice has established a firm link

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<sup>18</sup> Project Climate and Disaster Risk Assessment (accessible from the list of linked documents in RRP Appendix 2)

between climate change resilience and DRR. The project will target DRR at the commune level, developing an action plan and training material in conjunction with NCDMS.

89. **Involuntary Resettlement.** The TSSD-AF is assessed as Category B for resettlement and land acquisition and there will be no significant involuntary physical or economic dislocation, relocation or loss of livelihood. Subproject screening will be used during project implementation to identify additional subprojects and will reject cases requiring any significant involuntary resettlement or land acquisition activity. Land acquisition will be limited and is expected to comprise:

- (i) thin strips of land to accommodate irrigation canal construction and access road improvement within irrigation schemes; or
- (ii) minor road widening to accommodate raised profiles and reduced slopes on verges when roads are rehabilitated to incorporate climate resilience/DRR measures.

90. Land acquisition where necessary will be carried out through negotiated settlement based upon market values, and in some cases where communities are willing to voluntarily donate small strips of land. These latter donations will be subject to stringent conditions and due diligence to verify bona fides. Any access track improvement associated with any future subproject must follow existing footprints if possible and not involve further acquisition of land. Design alternatives will be assessed to minimize the need for land acquisition.

91. During project preparation, feasibility studies and detailed engineering designs have been conducted for two representative subprojects: (i) rural road in Bantheay-Chbar Ampov Commune, Kampong Cham Province and (ii) irrigation scheme in Lvea Commune, Prey Veng Province. Since no involuntary resettlement is expected in the two representative subprojects, no resettlement plan is required, although two due diligence reports have been prepared. Forms indicating each household's willingness to donate will be signed by each household and the formal donation form prescribed by ADB has also to be signed and witnessed by commune and village authorities.

92. Other activities identified under project preparation such as LIG or MIG support will similarly not require land acquisition by the project. LIGs and MIGs will use smallholder plots owned and managed by the household who receive obvious benefits and no land is acquired as such; rather, the smallholder receives the benefit of LIG/MIG agribusiness facilities. Facilities delivered via MIGs will be constructed on land already acquired by the group or being purchased under private commercial transactions at current market value, according to the principle of "willing buyer and willing seller" arrangements, and independent of the project.

93. The procedural guidelines for confirming resettlement impact from the original project has been upgraded to resettlement framework for the TSSD-AF to guide the preparation of the resettlement plans where subprojects require land acquisition, and also to conduct and report the due diligence required to establish voluntary land donation bona fides. The resettlement plan will record details of any land acquired and or donated by affected households and also calculates the amount of compensation payable to the affected households, that can be audited at a later date. According to the Sub-decree 115 on Upgrading the Resettlement Department to General Department of Resettlement dated 26 May 2016, the General Department of Resettlement under the Ministry of Economy and Finance (MEF), which is the secretariat of the Inter-Ministerial Resettlement Committee, will assume responsibility for preparing, updating, and implementing the resettlement plans, and internal monitoring of land acquisition and resettlement. At the same

time, the PIC social safeguards specialist will assist the EAs in independent safeguard monitoring (for resettlement) to ensure compliance with ADB Safeguard Policy Statement 2009.

94. The community will also be provided the details of the implementation grievance redress procedure as an added safety valve.<sup>19</sup> Although a process has been set up as reflected in the resettlement framework and no grievances may be received, it is possible that households may change their minds. If households change their minds, this will be a priority task for the implementation team to address this.

95. **Indigenous Peoples (Category B).** The additional financing is categorized as Category B for indigenous peoples and an indigenous peoples planning framework has been prepared.<sup>20</sup> Only nine communes in Kampong Thom and Siem Reap out of the 271 communes are inhabited by indigenous people. The indigenous people will benefit side by side with majority communities, but efforts will be made to ensure their participation. The executing agencies will ensure that (i) all ethnic minority groups in and around proposed subproject locations are consulted on their willingness to participate and the suitability of the sites and subproject activities; and (ii) they are given an equal opportunity to participate in subproject activities including training. For the two representative subprojects, no indigenous peoples are present and no indigenous peoples plan is required. Screening will be conducted for all subprojects following procedures set out in the indigenous peoples planning framework and if indigenous peoples are the sole or the overwhelming majority of direct project beneficiaries, and when only positive impacts are identified, the elements of an indigenous peoples plan could be included in the overall project design rather than a separate indigenous peoples plan. If adverse impacts are expected, an indigenous peoples plan will be prepared. The PIC social safeguards specialist will assist the EAs in independent safeguard monitoring (for indigenous peoples) to ensure compliance with ADB Safeguard Policy Statement 2009.

96. **Grievance Redress Mechanism.** A grievance redress mechanism (GRM) will be established in each subproject province in compliance with ADB's SPS (2009) requirement to prevent and address community concerns and assist the project to maximize environmental and social benefits. The GRM will be accessible to diverse members of the community, including more vulnerable groups such as women and youth. Multiple points of entry, including face-to-face meetings, written complaints, telephone conversations, or e-mail, will be available. Refer to the EARF, IEE/EMP, resettlement framework, resettlement plans (if any), IPPF and indigenous peoples plans (if any) for full details.

## VIII. GENDER AND SOCIAL DIMENSIONS

97. A Gender Action Plan (GAP) for TSSD-AF has been developed in accordance with the ADB Policy on Gender and Development (1998) and the laws of the Royal Government of Cambodia. It aims to promote gender equality and ensure equal access to and benefits by women to all project activities. The GAP recognizes the critical role of women in agriculture. It promotes the role of women in providing leadership and their participation in decision making at the community level through the LIGs, MIGs, service teams, and paddy selling groups.

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<sup>19</sup> TSSD-AF will use the NCDDS grievance redress procedure documented in the NCDDS Commune/Sangkat Fund Project Implementation Manual. If there is any resettlement, the grievance redress mechanism set up in the resettlement framework shall be strictly followed.

<sup>20</sup> Indigenous Peoples Planning Framework (accessible from the list of linked documents in RRP Appendix 2)

98. Women in the project areas are engaged in rice planting and rice harvesting, cultivation of cash crops, raising of livestock, and collection of feed. Women and girls collect most of the fuelwood, prepare and cook food, and are the primary caregivers for young children, the sick and the elderly. In the Cambodia context, it is found that women play a more important role in market-based activities, especially local market-based activities, than rural men. Rural women generally have joint access and control to land and capital together with their husbands, and are solely responsible for managing finances for the household. Women represent 60% of agricultural cooperative members, and they run over a third of all fruit and vegetable processing enterprises and almost half of all wholesale agricultural raw materials. From those interviewed, women are seeking to develop alternative livelihood opportunities including animal husbandry (chicken, duck, pig, and cow) and vegetable cropping. They are aware of their own technical shortcomings due to fewer opportunities to participate in agricultural trainings than men but they express an eagerness to learn new techniques.

99. The TSSD results so far showed that women are the main direct beneficiaries of LIGs-related activities and access to rural loans, which enables them to extend their livelihood options and get a better income to support their family: all LIGs have at least one woman to be elected to join management committees and 52% of LIGs management committee members were women, 54% of women members in LIGs, and 58% of rural loans were taken by women. The establishment of LIGs has been a successful vehicle for delivering financial resources and technology to promote diversification of income generating agriculture activities.

100. The TSSD-AF will promote gender equality and women's empowerment through enhancing women's capacity in climate-smart agriculture production and processing, entrepreneurship, resilience to climate change and disaster risks, access to basic financing, training and skill development, and interactive ICT support in marketing. Women will be targeted for employment in construction/rehabilitation and operation and maintenance of infrastructure supported by the additional financing. Moreover, women's meaningful participation in decision-making positions in the LIGs, MIGs, and service teams will be supported. The establishment of the MIGs, service teams, and paddy selling groups is based on the success of the LIG model; however, they will not involve revolving credit funds. Service teams will be established with primarily participation from LIG members including smallholder farmers, the landless, land-poor, women, and youth. Experience in provinces where the model has already been developed is that the majority of service team members are women. Training will ensure a high competence in climate resilient rice husbandry, other crop or livestock husbandry and small-scale processing, and also in finance, marketing, small business management and entrepreneurship. The training schedules will ensure that location and timing of delivery are convenient for women. In particular, it will ensure that female headed households have access to extension, quality seeds, and rural finance (through saving and/or revolving funds). The GAP can be found below in Table 8.

101. **Implementation Arrangements.** The NCDDDS and MAFF through the Project Managers are responsible for the implementation, monitoring and reporting (quarterly and annually) of the GAP, with support from a national gender specialist. The implementation arrangements and estimated costs of the GAP have been incorporated into the overall project design and costing. The implementation schedule of the GAP will be in line with overall implementation of the project.

102. Each executing and implementing agency shall ensure that gender staff/focal points will be appointed at national and provincial levels before the project implementation starts. The national gender specialist recruited as a member of the PIC team will guide and support the executing and implementing agencies in the implementation, monitoring and reporting of the GAP. Sex-disaggregated and gender sensitive indicators will be integrated into the project performance

monitoring system (PPMS). The monitoring will be ongoing to ensure that activities are effectively carried out and targets reached and project will report sex-disaggregated data. Project will submit progress updates on the implementation of the GAP regularly as part of review and quarterly as well annual project progress reports submitted to the ADB. The Mid-term review mission will include an assessment of gender related achievements and constraints to GAP implementation and propose, if required, adjustments for better project performance.

**Table 8: GENDER ACTION PLAN FOR THE TSSD-AF**

| Proposed Actions/Targets   | Responsible Agencies   |
|--|--|
| <b>Output 1: Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced.</b>   |  |
| <p><b>Enhance income generation opportunity for women:</b></p> <ul style="list-style-type: none"> <li>• Ensure women benefit from jobs created by the project related to infrastructure construction/rehabilitation as well as O&amp;M. At least 25% of women employed as unskilled workers (reference: 25% in 2016);</li> <li>• Ensure promotion of gender equality in relation to construction/rehabilitation work in the bidding documents for all additional subprojects (quota for women's employment as unskilled workers, equal pay for work of equal value, and no child labor); and</li> <li>• Core labor standards will be complied with (equal pay for work of equal value, no child labor) for all civil works related to the project.</li> </ul> <p><b>Women's participation in group formation and leadership:</b></p> <ul style="list-style-type: none"> <li>• At least one woman to be elected to join management committee of new LIGs and service teams (baseline: 100% LIGs in 2016, service team: 0);</li> <li>• At least 50% of the new LIGs and service team members are women (baseline: 54% LIG members in 2016, service team:0); and</li> <li>• At least 25% of households selected to be LIG and service team members should be female-head households (baseline: 21% FHHs in 2016, service team: 0).</li> </ul> <p><b>Women's participation in trainings and capacity-building activities:</b></p> <ul style="list-style-type: none"> <li>• At least 50% of the service team members who receive technical training on sustainable climate resilient agricultural practices enabling them to deliver the services related to agriculture activities are women (baseline: 0 in 2016);</li> <li>• At least 50% of the women service team members receive training on small-scale/local food processing skills to own small business;</li> <li>• At least 50% of participants in training on gender mainstreaming, bookkeeping, management, DRM, climate resilient rice production, crop diversification, small livestock husbandry, interactive ICT support in marketing are women (baseline: 54% women members of LIGs in 2016; DRM and adopted climate resilient practices: baseline: 0);</li> <li>• Commune councilors from all selected target communes have received training on gender-responsive DRM (baseline: 0 for DRM training in 2016); and</li> <li>• Service teams will be linked to Women Farmer's Network.</li> </ul> <p><b>Women's access to rural loans:</b></p> <ul style="list-style-type: none"> <li>• At least 60% of rural loans (saving and/or revolving funds) are taken by LIG's women members (baseline: 58% of women in 2016);</li> <li>• All FHHs that are LIG members have access to rural loans through savings and/or revolving funds; and</li> </ul> | <p>NCDDS, Provincial and district gender focal points, and CMAWs</p> |

| Proposed Actions/Targets  | Responsible Agencies   |
|---|--|
| <ul style="list-style-type: none"> <li>LIG loans are available for female service team members to buy equipment out of the revolving fund.</li> </ul> <p><b>Improved capacity for monitoring gender works at commune level:</b></p> <ul style="list-style-type: none"> <li>At least 45% of CMAWs recruited for new target communes are women (baseline: 41% of CEWs in 2016); and</li> <li>Ensure that PDWA, DOWA, CMAWs, and CCWCs receive orientation on monitoring and reporting on gender related activities and training on gender mainstreaming, domestic violence, nutrition, LIG technical trainings, bookkeeping, management, DRM, interactive ICT support in marketing.</li> </ul>  |  |
| <b>Output 2: Enabling environment for increased agricultural productivity, diversification and climate resilience created.</b>  |  |
| <ul style="list-style-type: none"> <li>At least 200 agribusiness enterprises (30% owned by women<sup>21</sup>) such as chick production and feed production are operational (baseline: 28% women-owned among the 117 chick production and animal processing micro enterprises established in current project);</li> <li>Women-owned agribusiness enterprises receive (i) technical training and knowledge related to market access, reduced input cost and increased production; and (ii) support for improving their business;</li> <li>At least 40% of MIGs and paddy selling group members are women;</li> <li>Women members of MIGs are actively involved in seasonal vegetable cropping and commercial chicken productions; and</li> <li>At least 30% of CMAWs, LIGs and MIGs members received training related to interactive ICT support in marketing.</li> </ul>  | MAFF, Provincial and district gender focal points, and CMAWs         |
| <b>Output 3: Project management strengthened.</b>   |  |
| <ul style="list-style-type: none"> <li>Gender focal points are assigned for the PMU and PIU and at all levels of project implementation;</li> <li>Sex-disaggregated data are collected and integrated in the PPMS;</li> <li>GAP implementation is included in the project annual workplans and budgets;</li> <li>Orientation on GAP implementation and monitoring and gender mainstreaming training provided to PMU and PIU;</li> <li>GAP is translated into local language;</li> <li>Adequate inputs allocation for a national gender consultant made to support GAP implementation, monitoring, and reporting;</li> <li>Case studies are documented on best practices/lessons learned in relation to GAP implementation and achievement of gender equality results and published in the project website; and</li> <li>Gender expertise is a requirement for recruitment of NGOs or SSPs that will deliver services at community level.</li> </ul> | NCDDS, MAFF, National gender focal points, and PIC gender specialist |

CCWC= commune committee of women's and children's affairs; CEW = commune extension worker; CMAW = commune mobile access worker; DOWA = district office of women's affairs; DRM = disaster risk management; FHH = female head household; GAP = gender action plan; ICT = information and communication technology; LIG = livelihood improvement group; MAFF = Ministry of Agriculture, Forestry and Fisheries; MIG = market improvement group; NCDDS = National Committee for Sub-National Democratic Development Secretariat; NGO = nongovernment organization; O&M = operation and maintenance; PDWA = provincial department of women's affairs; PIC = project implementation consultant; PIU = project implementation unit; PMU = project management unit; PPMS = project performance management system; SSP = special service provider.

Source: Asian Development Bank.

<sup>21</sup> Women-owned agribusiness enterprise means agribusiness enterprises in which women own the majority (i.e., 51% or more) of the enterprise and they make any decision related to the enterprise operations.

## IX. PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION

### A. Project Design and Monitoring Framework

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| <p><b>Impacts the Project is Aligned with</b></p> <p><b>Current project</b><br/>Livelihoods in target communes in five provinces in Tonle Sap Basin improved by 2020.</p> <p><b>Overall project</b><br/>Livelihoods and climate resilience in target communes in seven provinces in the Tonle Sap Basin improved (aligned with the Rectangular Strategy for Growth, Employment, Equity, and Efficiency phase III).</p> |
|--|

| Results Chain   | Performance Indicators with Targets and Baselines   | Data Sources and Reporting  | Risks   |
|---|---|---|---|
| <p><b>Outcome</b></p> <p><b>Current project</b><br/>Agricultural productivity increased and improved access to markets created in 196 communes in five provinces in the Tonle Sap Basin</p> <p><b>Overall project</b><br/>Agricultural productivity increased, climate and disaster resilience strengthened, and access to markets improved in 271 communes in seven provinces in the Tonle Sap Basin</p> | <p><b>Current project</b><br/>By 2017 in participating communes:<br/>a. Average rice yields increased to more than 3.50 t/ha (Cambodia, Lao PDR, Thailand, and Viet Nam average 3.40 t/ha in 2007)<br/>b. Average rice yields of poor households in target communes increased to more than 2.8 t/ha for wet season rice production (baseline: 1.4 t/ha in 2013)<br/>c. Diversified farming systems reduce share of household income from rice by 20% (baseline: income from rice is 50% of agriculture income in 2013)<br/>d. Marketed farm and off-farm products increased by 25% (baseline: 40% of households do not sell any farm or off-farm products in 2013)</p> <p><b>Overall project</b><br/>By 2024 in participating communes:<br/>a. Unchanged<br/>b. Average rice yields of poor households in target communes increased to minimum 3.5 t/ha for wet season rice production (baseline: 3.0 t/ha in 2016 with project support)<br/>c. Unchanged<br/>d. Unchanged<br/>e. DRR planning adopted in all vulnerable communes (baseline: 0)</p> | <p>a. Sample crop cuts using FAO methodology<br/>b. Provincial agricultural statistics<br/>c. LIG and MIG records in project communes<br/>c–d. Household and commune surveys<br/>e. Project reports</p> | <p>Adverse climatic effects on production</p>   |
| <p><b>Outputs</b></p> <p><b>Output 1</b></p> <p><b>Current project</b><br/>Community-driven development through a commune block grant</p> <p><b>Overall project</b><br/>Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced</p>  | <p>1a.<br/><b>Current project</b><br/>Commune block grants established in 196 communes and fully operational by Q1 2013 (completed)<br/><b>Overall project:</b><br/>Commune block grants established in 271 communes and fully operational by Q4 2021 (baseline: 196 communes in 2016)</p> <p>1b.<br/><b>Current project</b><br/>90 km of rural roads and small-scale irrigation and drainage facilities covering 2,500 ha of farmland improved (target exceeded; 417 km of laterite and earth roads have been rehabilitated</p>  | <p>1a. Commune council reports</p> <p>1b. Quarterly progress reports</p>  | <p>Poor quality of construction of small-scale infrastructure and the lack of maintenance</p> |

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|  | <p>and irrigation systems have been improved to service 55,000 ha including 5,000 ha of dry season crops).</p> <p><b>Overall project:</b><br/>By 2023, at least 867 km of rural roads improved, including 450 km of roads that contribute to DRR (baseline: 417 km of roads and 0 km of roads that contribute to DRR) and small-scale irrigation provided to cover 11,000 ha farmland to support at least two crops per year (baseline: 5,000 ha of farmland that is irrigated for at least two crops per year in 2017)</p> <p>At least 25% of unskilled workers for the construction/rehabilitation of project-supported infrastructure are women (baseline: 25% in 2016).</p> <p>1c.<br/><b>Current project</b><br/>1,200 LIGs are formed and have access to extension, quality seeds, and rural finance (through revolving funds and/or microfinance) (target exceeded; 1,241 LIGs established).<br/><b>Overall project</b><br/>At least 2,000 LIGs are formed and have access to extension, quality seeds, and rural finance through savings and/or revolving funds (baseline: 1,241 LIGs in 2016) and at least 70% of them have received training on DRM and adopted climate-resilient practices by 2021 (baseline: 0 training on DRM in 2017).</p> <p>1d.<br/><b>Current project</b><br/>70% of LIGs are fully operational and 50% of rural loans are taken by women by 2014 (completed).<br/><b>Overall project</b><br/>1600 LIGs (80% of all LIGs) fully operational and at least 60% of rural loans are taken by women by 2020 (baseline: 1,020 LIGs fully operational in 2017 and 58% of loans were taken by women under current project).</p> <p>1e.<br/><b>Current project</b><br/>At least one woman is elected to a three-person management committee of any LIG (completed for current LIGs).<br/><b>Overall project</b><br/>Unchanged</p> <p>1f.<br/><b>Current project</b><br/>Monthly coordination at the district level and monthly coordination at the provincial level to provide timely support and follow up to avoid delay in implementation and/or fund flow (ongoing)<br/><b>Overall project:</b> Unchanged</p> | <p>1c. Commune council reports</p> <p>1d. Quarterly progress reports</p> <p>1e. Survey reports</p> <p>1f.–1g. Quarterly progress reports</p> |  |
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|   | <p><b>Overall project (added)</b><br/>1g. By 2019, commune councilors from at least 100 communes have received training on gender-responsive DRM and are able to mainstream DRR into their commune development planning process (baseline: 0 DRM training in 2017)</p>  |                                    |   |
| <p><b>Output 2</b><br/><b>Current project</b><br/>Enabling environment for increased agricultural productivity and diversification<br/><b>Overall project</b><br/>Enabling environment for increased agricultural productivity, diversification, and climate resilience created</p> | <p><b>Current project</b><br/>2a. Manuals and handbook on rice and vegetable seeds production and animal production are developed (completed)<br/>2b. Ensure gender issues will be incorporated in pilot testing of agriculture policy initiatives (completed)<br/>2c. 35 rice seed producer groups became commercial seed producers and distributors (completed)<br/>2d. At least one woman is elected to a three-person management committee of any established seed producer group (completed)<br/>2e. 196 CEW and CMAWs equipped with mobile devices and receive technical training for dissemination of agricultural technologies information and marketing information (completed)<br/>2f. Project website established and provides a source of information and multimedia content on agricultural technologies (ongoing)<br/>2g. 224 DFT and DST with enhanced computer skills to support the CEW or CMAWs and commune councils (completed)<br/>2h. 123 commune councils are equipped with solar power (completed).<br/>2i. 196 commune councils are equipped with laptop computers and other ICT-related equipment (completed)<br/>2j. 100 tons of registered rice seeds and 2 tons of registered vegetable seeds produced (117 tons of registered rice seeds have been produced; vegetable seeds were not pursued as they are available in the market)<br/>2k. 2,500 tons of certified rice seeds and 15 tons of vegetable seeds produced by rice seed producer groups (ongoing; 1,628 tons of certified rice seed produced; vegetables seeds production was not pursued as seeds are available in the market)<br/><b>Overall project</b><br/>2a.–2d. Unchanged<br/>2e. By 2018, 271 CMAWs receive technical training for dissemination of agricultural technologies information and marketing information (baseline = 196 in 2017)<br/>2f-2i. Unchanged<br/>2j.–2k. Combined into<br/>2j. At least 150 tons of climate-resilient certified rice seeds and 2,500 tons of climate-resilient commercial rice seeds are produced by 2020 (baseline = 0 in 2016).<br/><b>Overall project (added)</b></p> | 2a.–2o. Quarterly progress reports | Market does not respond well to climate-resilient rice varieties. |

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|---|--|--|--|
|   | <p>2k. By 2022, climate-smart agriculture practices for rice and two nonrice crops introduced to at least 100 communes (baseline = 0 in 2017)</p> <p>2l. By 2022, at least 364 MIGs and 200 paddy selling groups formed and supported in climate-resilient value chain diversification (baseline = 0). At least 40% of MIGs and paddy selling group members are women (baseline = 0 in 2017).</p> <p>2m. By 2022, each chicken MIG will reach sales of \$25,000/year and each nonchicken MIG will reach sales of \$50,000/year (baseline = 0 in 2017)</p> <p>2n. By 2022, ICT knowledge for project management and agricultural value chains in all participating communes improved (baseline = 0 in 2017)</p> <p>2o. By 2022, at least 200 agribusiness enterprises (of which 30% are owned by women)<sup>a</sup> such as chick production and feed production are operational (baseline: 103 chick production micro enterprises [28% owned by women] and 14 animal processing micro enterprises established [28% owned by women] in current project in 2017)</p> |  |  |
| <p><b>Output 3</b></p> <p><b>Current project</b><br/>Effective project management ensured</p> <p><b>Overall project</b><br/>Project management strengthened</p> | <p><b>Current project</b></p> <p>3a. Timely project completion within the budget</p> <p>3b. Ensure GAP is fully implemented and monitored (ongoing)</p> <p><b>Overall project:</b> Unchanged</p>   | <p>3a. Quarterly progress reports,<br/>3b. GAP monitoring report</p> | <p>Delays in submission of annual project financial statements and audit reports</p> <p>Weak internal audits</p> |

### Key Activities with Milestones

#### 1. Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced

- 1.1 Identify priority infrastructure or facilities and include in the commune investment plans (unchanged).
- 1.2 Monitor and supervise contractors' performance, and assess the quality of completed civil works (unchanged).
- 1.3 Provide training for commune councils from 196 communes on LIG project management (completed).
- 1.4 Monitor and provide support to LIGs (unchanged).
- 1.5 Set up commune block grants and recruit CMAWs for 75 additional communes by Q4 2018 (added).
- 1.6 Recruit an infrastructure design and construction supervision consultant team by Q3 2018 (added).
- 1.7 Revise and update PIM and provide commune PIM training to 75 communes and refresher training to 196 communes by Q2 2019 (added).
- 1.8 Complete initial studies, applicable feasibility studies, engineering designs, and bid documents for all additional subprojects by Q4 2021 (added).
- 1.9 All designs approved by appropriate provincial authorities (2019–2022) (added).
- 1.10 Complete construction and/or rehabilitation of 450 km of rural roads incorporating DRR measures by 2022 (added).
- 1.11 Complete construction and/or rehabilitation of irrigation schemes to cover at least 6,000 ha of land for at least two crops per year by 2022 (added).
- 1.12 Assess the quality of civil works (2019–2022) (added).
- 1.13 Register all subprojects in government asset inventory (2019–2022) (added).
- 1.14 Organize O&M activities with the commune councils and communities (2019–2022) (added).
- 1.15 Recruit special service provider to (i) monitor the formation of LIGs, (ii) ensure LIG financial management and technical mentoring, (iii) develop LIG association, and (iv) establish service teams by 2018 (added).
- 1.16 Establish at least 759 new LIGs by 2019 (added).
- 1.17 Establish service teams (2019–2022) (added).
- 1.18 Develop savings capacity amongst all LIGs and start service team in every commune by 2021 (added).
- 1.19 Provide training on DRR to at least 100 councils (2019–2021) (added).

| <b>Key Activities with Milestones</b>                    |   |                             |  |
|--|---|-----------------------------|--|
| 1.20   | Provide training on DRR to target LIGs (2019–2021) (added).   |                             |  |
| <b>2.</b>  | <b>Enabling environment for increased agricultural productivity, diversification, and climate resilience created</b>  |                             |  |
| 2.1  | Develop contracts with relevant organizations and provide capacity building to farmer organizations for climate-resilient rice variety seed production and distribution (unchanged).        |                             |  |
| 2.2  | Provide support to CMAWs for the commune mobile access program using ICT to improve extension services (unchanged).   |                             |  |
| 2.3  | Develop multimedia content to improve effectiveness of agricultural extension delivery (unchanged).   |                             |  |
| 2.4  | Empower commune councils with ICT facilities to enable them to play a more significant role in agricultural extension delivery (completed).   |                             |  |
| 2.5  | Identify and work with agriculture stations and rice seed producer groups to produce climate-resilient (drought or flood tolerant) certified and commercial rice seeds (2020–2022) (added). |                             |  |
| 2.6  | Establish 364 MIGs and 200 paddy selling groups and provide training to them by 2022 (added).   |                             |  |
| 2.7  | Recruit consultants for ICT support by 2018 (added).  |                             |  |
| 2.8  | Recruit special service provider for value chain and market linkages by 2018 (added).   |                             |  |
| 2.9  | Develop value chain cluster meetings in all communes and value chain working groups in all districts (2019–2021) (added)  |                             |  |
| 2.10   | Provide interactive ICT services and ICT skill training (2019–2022) (added).  |                             |  |
| 2.11   | Introduce climate-smart agriculture practices in rice and two nonrice vegetable crops to target communes based on their agro-ecological conditions (2019–2022) (added).                     |                             |  |
| 2.12   | Strengthen and develop 200 agribusiness enterprises (2019–2022) (added).  |                             |  |
| <b>3.</b>  | <b>Project management activities</b>  |                             |  |
| 3.1  | Support the effective functioning of project steering committee (unchanged).  |                             |  |
| 3.2  | Support provincial administration and agriculture department for coordination of project activities (unchanged).  |                             |  |
| 3.3  | Support district administration and agriculture office for coordination and supervision of project activities (unchanged).  |                             |  |
| 3.4  | Establish and support single project performance monitoring system (unchanged).   |                             |  |
| 3.5  | Mobilize consultant services to provide technical and managerial support (unchanged).   |                             |  |
| 3.6  | Ensure GAP is fully implemented and monitored (unchanged).  |                             |  |
| <b>Inputs</b>  |   |                             |  |
| <b>ADB Loan (million)</b>                                |   | <b>ADB Grant (million)</b>  |  |
| \$3.40 (current)   |   | \$27.30 (current)           |  |
| \$45.73 (additional)                                     |   | \$4.27 (additional)         |  |
| \$49.13 (overall)  |   | \$31.57 (overall)           |  |
| <b>IFAD Loan (million)</b>                               |   | <b>IFAD Grant (million)</b> | <b>Government of Finland grant (million)</b> |
| \$6.69 (current)   |   | \$6.69(current)             | \$1.60 (current)                             |
| \$10.00 (additional)                                     |   | \$0.00 (additional)         | \$0.00 (additional)                          |
| \$16.69 (overall)  |   | \$6.69 (overall)            | \$1.60 (overall)                             |
|  |   |                             | <b>Government of Cambodia (million)</b>      |
|  |   |                             | \$5.47 (current)                             |
|  |   |                             | \$6.00 (additional)                          |
|  |   |                             | \$11.47 (overall)                            |
| <b>Assumptions for Partner Financing: Not applicable</b> |   |                             |  |

ADB = Asian Development Bank, CEW = commune extension worker, CMAW = commune mobile access worker, DFT = district facilitation team, DRM = disaster risk management, DRR = disaster risk reduction, DST = district support team, FAO = Food and Agriculture Organization of the United Nations, GAP = gender action plan, ha = hectare, ICT = information and communication technology, IFAD = International Fund for Agricultural Development, km = kilometer, Lao PDR = Lao People's Democratic Republic; LIG = livelihood improvement group, MIG = market improvement group, O&M = operation and maintenance, PIM = project implementation manual, t/ha = ton per hectare.

<sup>a</sup> Agribusiness enterprise owned by women means agribusiness enterprises in which women own the majority (i.e., 51% or more) of the enterprise and they make any decision related to the enterprise operations.

Source: Asian Development Bank.

## B. Monitoring

103. **Project performance monitoring.** The PPMS will be developed based on the project design and monitoring framework to monitor and evaluate the project performance and impacts. MAFF will be responsible for developing and operating the PPMS based upon information provided by NCDDS and the implementing agencies. NCDDS will continue to monitor activities undertaken under NCDDS finance lines but a M&E specialist within the PIC team will ensure that the MAFF database and the NCDDS database are compatible and that MAFF hold comprehensive data on all TSSD-AF activities. MAFF will report quarterly to ADB on progress during implementation. A baseline survey will be conducted within six months of project start-up and baseline data will be collected and processed before the initial TSSD-AF investment in each commune, covering target and control groups (where possible using a tablet-based data collection platform and collecting data from both commune authorities and from focus groups among planned beneficiaries). Rapid rural appraisal surveys using the tablet-based data collection platform will allow indicative outcome monitoring throughout the project duration. The project will collaborate with the Ministry of Planning to use the ID-Poor database<sup>22</sup> to identify households that qualify for project assistance and to evaluate project impacts on poverty in target communes. MAFF will establish and maintain a project-specific website, in English and Khmer, for wider dissemination of procurement and project performance information, and to provide a feedback mechanism.

104. ADB, IFAD and the government will conduct joint semi-annual reviews throughout project implementation to (i) assess implementation performance and achievement of project outputs; (ii) examine financial progress; (iii) identify issues and constraints affecting the project; and (iv) work out time-bound action plan for their resolution. The government, ADB and IFAD will jointly undertake a comprehensive midterm review within 30 months of project effectiveness to assess implementation progress and to determine appropriate revisions to the project implementation arrangements and resource allocations in order to ensure successful project completion. The government, through MAFF, will provide ADB and IFAD with (i) quarterly progress reports during implementation; and (ii) a project completion report within three months of project completion to evaluate the project design, costs, performance, social and economic impact, and other details as agreed upon with ADB. A post-evaluation will be carried out three years after project completion.

105. **Compliance monitoring:** To be monitored through project review missions and project reports.

106. **Safeguards monitoring:** The executing and implementing agencies are responsible for supervision and safeguard monitoring, submission of reports to ADB, and disclosure at the local level. Further, compliance with social and environmental safeguards will be monitored through project review missions. With assistance by the social and environmental safeguards specialists from the PIC and the design and supervision consultants, the executing agencies will include a summary of progress of implementation of social and environmental safeguard measures in project quarterly progress reports, and will submit semi-annual safeguard monitoring reports to ADB for review and disclosure on ADB website. The detailed parameters and plans for monitoring of environmental and social safeguards performance are set out in subproject specific safeguard plans, in accordance with the EARF, resettlement framework, and indigenous peoples planning framework. Further, the General Department of Resettlement is responsible for internal

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<sup>22</sup> Government of Cambodia, Ministry of Planning: Identification of Poor Households Program <http://www.mop.gov.kh/Projects/IDPoor/tabid/154/Default.aspx> (accessed 10 August 2009).

monitoring of resettlement and land acquisition.

107. **Gender and social dimensions monitoring:** The NCDDS and MAFF will be responsible for the implementation, monitoring and reporting of the GAP. Each executing agency and implementing agency will appoint one project staff to be the gender focal point at national and sub-national levels, including one staff member from the provincial and district of women's affairs responsible to monitor GAP implementation and report on the gender-related achievements and constraints to project management. Progress on GAP implementation will be regularly monitored and reported on together with the quarterly and annual project progress reports. The GAP Monitoring Table in Appendix 11 will be used to this effect. Gender specific and sensitive indicators (included in the design and monitoring framework and the GAP) will be integrated as part of the PPMS. Sex-disaggregated data and gender specific information will be collected wherever relevant during project implementation to enable the project management to monitor the achievement of the gender targets. The mid-term review mission will include an assessment of gender-related achievements and constraints to GAP implementation and propose, if required, adjustments for better project performance.

### C. Evaluation

108. ADB and IFAD will conduct a joint midterm review mission to review: (i) relevance of the initial and current project design; (ii) overall physical progress under each output by each executing and implementing agencies against the original global work plan; (iii) results of the baseline survey, the response to the requirements of the results monitoring framework and the application of the current M&E systems including tablet-based monitoring platforms; (iv) future focus of the project activities and the strategies for effective phasing out; (v) current budget utilization and determine the need for reallocation of funds; (vi) future budgetary requirements and schedule for project financiers; and (vii) requirements for future mobilization of government counterpart staff and project advisers/consultants to provide technical support. Within 6 months of physical completion of the project, the MAFF and NCDDS will submit a combined project completion report to ADB.<sup>23</sup>

### D. Reporting

109. Upon loan effectiveness, a tripartite meeting will need to be held by the executing agencies, ADB and consultants to plan the next implementation steps. The PIC consultants will prepare an inception report incorporating key highlights of and recommendations by parties during the meeting.

110. The NCDDS and MAFF will provide ADB and IFAD with (i) quarterly progress reports in a format consistent with ADB's PPMS; (ii) semi-annual safeguard monitoring reports; (iii) consolidated annual reports including (a) progress achieved by output as measured through the indicator's performance targets; (b) key implementation issues and solutions; (c) updated procurement plan; and (d) updated implementation plan for next 12 months; and (iv) a project completion report within six months of physical completion of the project. To ensure projects continue to be both viable and sustainable, project accounts, and the executing agency audited financial statements, together with the associated auditor's report, should be adequately reviewed.

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<sup>23</sup> Project completion report format is available at: <http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>.

## E. Stakeholder Communication Strategy

**Table 7: Stakeholder Communication Strategy**

| <b>Government officials</b>  |  |
|--|--|
| Ministry of Agriculture, Forestry and Fisheries (MAFF), and National Committee for Sub-National Democratic Development Secretariat (NCDDS) | Executing Agencies<br>Staff of Project Management Units  |
| Participating provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Thom, Prey Veng, Siem Reap, and Tboung Khmum                  | <ul style="list-style-type: none"> <li>- Provincial Facilitators</li> <li>- Staff of Provincial Support Teams (PSTs)</li> <li>- Implementing Agencies</li> <li>- Ministry of Posts and Telecommunications (MPTC)</li> <li>- National Committee for Disaster Management Secretariat (NCDM Secretariat)</li> </ul> |
| Participating Areas: See list of Districts and Communes in Appendix 1  | <ul style="list-style-type: none"> <li>- Staff of District Support Teams (DSTs)</li> <li>- Commune Councils</li> <li>- Commune Mobile Access Workers (CMAWs)</li> <li>- Commune Disaster Management Committees</li> </ul>  |
| <b>Representative Assemblies and Committees</b>  |  |
| Livelihood Improvement Groups (LIGs)   |  |
| Market Improvement Groups (MIGs)   |  |
| Paddy Selling Groups   |  |
| Service Teams  |  |
| Women's Farmers Network  |  |
| <b>Beneficiaries/Poor and Vulnerable Groups</b>  |  |
| Indigenous People's Groups   |  |
| Identified Poor Households (ID1 and ID2)   | Because these households belong to the poor groups in target areas they will likely require support to participate.  |
| Commercial Farmers' Groups, established by the project   | Mainstream groups usually do not require support to participate.   |
| <b>Geography</b>   |  |
|  |  |
| <b>Economic Status</b>   |  |
| Poor households of total households in seven participating provinces (20% to 30%)  | Require support to participate   |
| Households where elderly and children are vulnerable because all working age adults have migrated to find jobs                             | Require support to participate   |
| Poor ethnic minority households from total households in nine participating communes   | Require support to participate   |
| <b>Gender</b>  |  |
| Men  | Do not require support to participate  |
| Women  | Require support to participate   |
| <b>Civil Society Organizations</b>   |  |
| A range of special service providers (SSPs) drawn from the private sector and nongovernment organizations                                  | Will implement much of project support working closely with provincial and district departments through PSTs and DSTs  |

111. **Key stakeholder groups.** Stakeholders to participate in the preparation and implementation of commune development plans and commune disaster management plans include government officials, members of representative bodies, mainstream beneficiaries, potentially disadvantaged groups, and civil society organizations. Stakeholders on management

committees of participating production oriented groups will be required to ensure significant female participation. Various groups will be formed and supported during the project: LIGs, MIGs, and paddy selling groups.

**112. Project communication objectives.** To ensure effective communication with stakeholders during project implementation and to enhance project outcome by delivering relevant project information to project affected people, project beneficiaries, and other stakeholders in a culturally appropriate, gender-sensitive, and timely manner, and foster a regular two-way flow of information between project implementers and these stakeholders.

**113. Objectives of participation.** The project is conceptualized as highly participatory and aims to build users' capacity to ultimately own the commune plans and be responsible for the implementation of the plans. All farmers groups are expected to move towards sustainability during the project implementation period and beyond and this will be achieved by technology transfer and training in value chain development and particularly commercial marketing. Overarching objectives include:

- (i) ensuring local ownership of rural infrastructure and of the management and sustainability of groups formed during the project;
- (ii) including all types of user stakeholder groups in participation processes and benefit distribution; and
- (iii) disseminating results and lessons learned to the wider community, including government and civil society organizations.

**114. Communication strategies.** Different stakeholder groups will be targeted for different communication activities, which will involve direct and indirect communication strategies.

- (i) Information disseminations, education, and outreach on key project components, including consultation and grievance redress mechanism (GRM) requirements, will be conducted with stakeholders and local government officials to ensure they understand the project, its importance, and their responsibilities.
- (ii) Project implementation agencies will be responsible for implementing and monitoring all communication activities, including information dissemination and disclosure. Project will also designate a focal point for regular contact with project beneficiaries, project affected people, and other interested stakeholders.
- (iii) Direct/face-to-face, commune and village level communication, discussions, and meetings will be regularly conducted with project beneficiaries and potential project affected people, and other stakeholders to ensure they are aware of project developments and have meaningful opportunities to share their perspectives and concerns.
- (iv) Multiple communication channels will be utilized to ensure project affected persons and other stakeholders receive adequate advanced notice of discussions and meetings.
- (v) Several consultation workshops will also be conducted during the project period:
  - a) District Level Planning Workshops with the participation of all commune chiefs, commune clerks, DSTs and CMAWs, and SSP representatives to identify the priority activities in each commune under rural infrastructure, livelihood improvement and training/capacity building. Provincial staff and advisers will assist in the facilitation of these workshops.
  - b) Provincial Level Planning Workshops with the participation of all DSTs and provincial staff; including representatives from NCDDS, MAFF, MPTC, NCDM Secretariat, and the PIC team who will assist in the facilitation of these workshops and the documentation of lessons learned.

- c) Annual Planning Workshops with the participation of all provincial teams, and national teams from NCDDDS, MAFF, MPTC, and PIC to consolidate the Annual Workplan and Budget.

115. **Dimensions of participations.** Participation involves training, participatory decision making, and where applicable, provision of labor to implement the implementation of the production augmentation and marketing plans in the following:

- (i) selecting members of all participating farmer groups;
- (ii) selecting executive committees of participating farmer groups;
- (iii) dissemination of the project objectives and approach through orientation meetings;
- (iv) ensuring climate resilient and sustainable agricultural production and diversification into a more market oriented approach;
- (v) agreeing on priorities to be included in commune development plans based on project criteria;
- (vi) agreeing on how to implement plans for various farmer's groups;
- (vii) ensuring representation from disadvantaged groups in training and executive committees of farmer's groups;
- (viii) ensuring meaningful participation in all meetings, groups and activities above; and
- (ix) full participatory consultations occur in every commune to identify the needs of the beneficiaries. Rural infrastructure and livelihood improvement needs in the communes and villages are identified and prioritized through the decentralized 11-step Commune/Sangkat planning process currently used to prepare the commune investment plan.

Table 8: Participation Plan

| Stakeholder group  | Objective of their Intervention  | Approach to Participation and Depth. Messages   | Participation Methods   |  | Timeline           |            | Cost estimate   |
|--|--|---|---|--|--------------------|------------|---|
|  | Why included   |   | Method  | Who is responsible                             | Start date         | End date   |   |
| EAs<br>SSP staff<br>PSTs,<br>DSTs<br>These government stakeholders are responsible for project implementation, they will implement a full participatory planning process for the preparation of the annual work plan and budget for each year of implementation. | Ensure regular two-way flow of information between the project, key government officials, and stakeholders. Share information and project concerns, so that the issues can be addressed in a timely, transparent manner. | Partnership (high)<br>Project documents and plans; projected impacts and benefits.<br><br>Protocol for meaningful consultation; ways key concerns will be managed or mitigated and grievance redress. | Monitoring and supervision of preparation and implementation of annual work plans.<br><br>Monitoring of impact of various activities on project outcome.<br><br>Engaging officials to ensure support for project objectives and requirements.<br><br>Project performance reports and project information documents and project completion report. | EAs  | Project start date | March 2023 | Included in the training and workshop budgets although this is standard government procedure and does not need support. |
| Executive Committees of participating farmer groups<br><br>Commune councils  | Ensure that representatives of beneficiaries and people/entities possibly affected by the project are made aware of and clearly understand the   | Partnership (high)<br><br>Project documents and plans; projected impacts and benefits.  | Preparation of production plans based on project criteria.<br><br>Implementing the village conservation plans.<br><br>Regular   | Participating farmer groups supported by SSPs. | Project start date | March 2023 | Included in the training and workshop budgets although this is standard government procedure and does not need support. |

| Stakeholder group                        | Objective of their Intervention  | Approach to Participation and Depth. Messages  | Participation Methods  |  | Timeline                  |                   | Cost estimate  |
|--|--|--|--|--|---------------------------|-------------------|--|
|  | Why included   |  | Method   | Who is responsible                       | Start date                | End date          |  |
|  | <p>project and its impacts and benefits.</p> <p>Regular flow of information between the project and stakeholders, with stakeholders able to share concerns and have these addressed in a timely, transparent manner.</p>                       | <p>Protocol for meaningful consultation; ways key concerns will be managed or mitigated and grievance redress.</p> | <p>engagement and consultation with local commune councils, village chiefs, and farmers groups to ensure all stakeholders are actively consulted and informed</p> <p>Regular distribution of update/progress report</p> <p>Training on project communications strategy, project's GRM.</p> |  |                           |                   |  |
| Beneficiaries/Poor and Vulnerable Groups | <p>Beneficiaries of revolving fund/savings and training and ultimately owners of the LIG making small livelihood improving loans. Ensure regular flow of information between the project and stakeholders, with stakeholders able to share</p> | <p>Partnership (high)</p>  | <p>Participating in preparation of plans for use of LIG funds based on project criteria.</p> <p>Regular engagement and consultation with beneficiaries/poor and vulnerable groups.</p> <p>Ensure poor and vulnerable groups are informed, so</p>   | <p>LIG management supported by SSPs.</p> | <p>Project start date</p> | <p>March 2023</p> | <p>Training and support by PIC, government, and SSP staff and is budgeted under the various contracts.</p> |

| Stakeholder group | Objective of their Intervention                                    | Approach to Participation and Depth. Messages | Participation Methods                                     |                    | Timeline   |          | Cost estimate |
|-------------------|--|---|---|--------------------|------------|----------|---------------|
|                   | Why included   |   | Method  | Who is responsible | Start date | End date |               |
|                   | concerns and have these addressed in a timely, transparent manner. |   | that they can actively participate in project activities. |                    |            |          |               |

DST = district service team; EA = executing agency; GRM = grievance redress mechanism; LIG = livelihood improvement group; PIC = project implementation consultant; PST = provincial service team; SSP = special service provider.

## X. ANTICORRUPTION POLICY

116. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.<sup>24</sup> All contracts financed by ADB shall include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agencies and all project contractors, suppliers, consultants, and other service providers. Individuals/entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the project.<sup>25</sup>

117. To support these efforts, relevant provisions are included in the loan and grant agreements and the bidding documents for the project. ADB's *Anticorruption Policy* (1998, as amended to date) was explained to and discussed with the government. Consistent with its commitment to good governance, accountability, and transparency, ADB reserves the right to investigate, directly or through its agents, any alleged corrupt, fraudulent, collusive, or coercive practices relating to the project. To support these efforts, relevant provisions of ADB's *Anticorruption Policy* are included in the loan and grant regulations and the bidding documents for the project. In particular, all contracts financed by ADB in connection with the project shall include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agencies, implementing agencies, implementing partners, and all contractors, suppliers, consultants, and other service providers as they relate to the project. The executing agencies, implementing agencies, implementing partners will also ensure that the Good Governance Framework is implemented in a timely manner. To ensure transparency and accountability of governance performance of all executing agencies and implementing agencies, ADB also reserves the right to monitor the implementation of the Good Governance Framework progress and update the Good Governance Framework Matrix (Appendix 12) from time to time. The project incorporates several specific anticorruption measures, including (i) strict financial management with strengthened project accounting, auditing, and monitoring; and independent monitoring and review by technical advisers consultants; (ii) close supervision of all procurement financed under the project with appropriate consultancy input; (iii) delegation of project administration to the ADB Cambodia Resident Mission, enabling frequent interaction with the staff of the executing and implementing agencies; and (iv) random and independent spot-checks by ADB officials and the project consultants as deemed necessary.

118. The accounting working groups in each province are empowered to receive and follow up on complaints related to financial and procedural issues. All project beneficiaries and other stakeholders can channel and address to these groups any complaints they may have on the implementation of the project. If there are complaints, the group will be required to conduct necessary investigation and report immediately to ADB any malfeasance or maladministration occurred under the project.

119. In the absence of a new established complaints handling mechanism being established up by the executing and implementing agencies, any complaints, grievances or allegations of corrupt practices arising out of the Project and its activities can be reported to the ADB's integrity office as specified in Para. 27 of Schedule 5.

## XI. ACCOUNTABILITY MECHANISM

120. The project has established Grievance Redress Mechanisms (GRM) for environmental

<sup>24</sup> Available at: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>.

<sup>25</sup> ADB's Integrity Office web site is available at: <http://www.adb.org/integrity/unit.asp>.

and social issues. These have been established as the first recourse for the correction of problems. It is backed up by the ADB's Accountability Mechanism. People who are, or may in the future be, adversely affected by the project may submit complaints to ADB's Accountability Mechanism. The Accountability Mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted projects can voice, and seek a resolution of their problems, as well as report alleged violations of ADB's operational policies and procedures. Before submitting a complaint to the Accountability Mechanism, affected people should make a good faith effort to solve their problems by working with the concerned ADB operations department. Only after doing that, and if they are still dissatisfied, should they approach the Accountability Mechanism.<sup>26</sup>

## **XII. RECORD OF PAM CHANGES**

121. All revisions/updates during course of implementation should retained in this Section to provide a chronological history of changes to implemented arrangements recorded in the PAM.

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<sup>26</sup> For further information see: <http://www.adb.org/Accountability-Mechanism/default.asp>.

**LIST OF DISTRICTS AND COMMUNES**

| Province                      | District                   | No. | Commune Code | Commune      |                    | Remarks |
|-------------------------------|----------------------------|-----|--------------|--------------|--------------------|---------|
|                               |                            |     |              | Commune_Kh   | Commune_Eng        |         |
| ខេត្តកំពង់ចាម<br>Kampong Cham | បាតាយ<br>Batheay           | 1   | 30111        | ត្រប់        | Trab               | TSSD    |
|                               |                            | 2   | 30108        | សណ្តែក       | Sandaek            | TSSD    |
|                               |                            | 3   | 30102        | ច្បារសំរោ    | Chbar Ampov        | TSSD    |
|                               |                            | 4   | 30105        | មេឃ្រឹង      | Me Pring           | TSSD    |
|                               |                            | 5   | 30112        | ទំនប់        | Tumnob             | TSSD    |
|                               |                            | 6   | 30104        | ជើងរៀន       | Cheung Prey        | TSSD    |
|                               |                            | 7   | 30110        | តាំងក្រសាំង  | Tang Krasang       | TSSD    |
|                               |                            | 8   | 30101        | បាតាយ        | Batheay            | TSSD    |
|                               |                            | 9   | 30109        | តាំងក្រាំង   | Tang Krang         | TSSD    |
|                               | ជើងរៀន<br>Cheung Prey      | 10  | 30305        | ជ្រឹងជ្រុំ   | Pring Chrum        | TSSD    |
|                               |                            | 11  | 30307        | ស្ទឹងដំបូង   | Sdaeung Chey       | TSSD    |
|                               |                            | 12  | 30310        | ត្រពាំងគរ    | Trapeang Kor       | TSSD    |
|                               |                            | 13  | 30309        | ស្រម័យ       | Srama              | TSSD    |
|                               |                            | 14  | 30303        | ស្នៅជុំ      | Phdau Chum         | TSSD    |
|                               |                            | 15  | 30306        | សំរោងដំបូង   | Sampong Chey       | TSSD    |
|                               |                            | 16  | 30304        | រៀនចាម       | Prey Char          | TSSD    |
|                               |                            | 17  | 30302        | គោករវៀង      | Kouk Rovieng       | TSSD    |
|                               | កងមាស<br>Kang Meas         | 18  | 30707        | រាយប៉ាយ      | Reay Pay           | TSSD    |
|                               |                            | 19  | 30705        | ប្រែកកុយ     | Preaek Koy         | TSSD    |
|                               |                            | 20  | 30706        | ប្រែកក្របៅ   | Preaek Krabau      | TSSD    |
|                               |                            | 21  | 30702        | កងតាណឹង      | Kang Ta Noeng      | TSSD    |
|                               |                            | 22  | 30703        | រកាអារ       | Roka ar            | TSSD    |
|                               |                            | 23  | 30703        | ខ្នៅ         | Khchau             | TSSD    |
|                               |                            | 24  | 30711        | សួតង         | Sour Kong          | TSSD    |
|                               |                            | 25  | 30701        | អង្គរបាន     | Angkor Ban         | TSSD    |
|                               | កោះស្នួន<br>Kaoh Soutin    | 26  | 30803        | ល្វេ         | Lve                | TSSD    |
|                               |                            | 27  | 30801        | កំពង់រាប     | Kampong Reab       | TSSD    |
|                               |                            | 28  | 30808        | ប្រែកតាខ្នង  | Preaek Ta Nong     | TSSD    |
|                               |                            | 29  | 30805        | មហាខ្នង      | Moha Khnhoung      | TSSD    |
|                               |                            | 30  | 30802        | កោះស្នួន     | Kaoh Soutin        | TSSD    |
|                               |                            | 31  | 30804        | មហាលាប       | Moha Leaph         | TSSD    |
|                               |                            | 32  | 30807        | ពង្រ         | Pongro             | TSSD    |
|                               | ស្ទឹងត្រង់<br>Stueng Trang | 33  | 31501        | អារក្សត្នោត  | areaks Tnaot       | TSSD    |
|                               |                            | 34  | 31514        | ទួលសំបួរ     | Tuol Sambuor       | TSSD    |
|                               |                            | 35  | 31506        | អូរម្លូ      | Ou Mlu             | TSSD    |
|                               |                            | 36  | 31503        | ដងក្តារ      | Dang Kdar          | TSSD    |
|                               |                            | 37  | 31513        | ទួលព្រះហ្លួង | Tuol Preah Khleang | TSSD    |

| Province                    | District                    | No.                      | Commune Code            | Commune     |                | Remarks         |                   |
|-----------------------------|-----------------------------|--------------------------|-------------------------|-------------|----------------|-----------------|-------------------|
|                             |                             |                          |                         | Commune_Kh  | Commune_Eng    |                 |                   |
|                             |                             | 38                       | 31509                   | ប្រែកបាក់   | Preaek Bak     | TSSD            |                   |
|                             |                             | 39                       | 31512                   | សូភាស       | Soupheas       | TSSD            |                   |
|                             |                             | 40                       | 31508                   | ព្រះអណ្ណូង  | Preah Andoung  | TSSD            |                   |
| ក្រុងម្នាវ<br>Krouch Chhmar | ក្រុងម្នាវ<br>Krouch Chhmar | 41                       | 250201                  | ឈូក         | Chhuk          | TSSD            |                   |
|                             |                             | 42                       | 250212                  | ទួលស្នួល    | Tuol Snuol     | TSSD            |                   |
|                             |                             | 43                       | 250211                  | ទ្រា        | Trea           | TSSD            |                   |
|                             |                             | 44                       | 250208                  | ប្រែកអាជី   | Preaek a Chi   | TSSD            |                   |
|                             |                             | 45                       | 250202                  | ជុំនិក      | Chumnik        | TSSD            |                   |
|                             |                             | 46                       | 250206                  | ប៊ែសមួយ     | Peus Muoy      | TSSD            |                   |
|                             |                             | 47                       | 250209                  | រកាខ្នុរ    | Roka Khnaor    | TSSD            |                   |
|                             |                             | 48                       | 250210                  | ស្វាយប្រាំង | Svay Khleang   | TSSD            |                   |
|                             | តំបែរ<br>Dambae             | តំបែរ<br>Dambae          | 49                      | 250105      | សេដា           | Seda            | TSSD              |
|                             |                             |                          | 50                      | 250104      | នាងទឹក         | Neang Teut      | TSSD              |
|                             |                             |                          | 51                      | 250106      | ត្រពាំងព្រីង   | Trapeang Pring  | TSSD              |
|                             |                             |                          | 52                      | 250101      | ចុងជាម         | Chong Cheach    | TSSD              |
|                             |                             |                          | 53                      | 250103      | គោកស្រុក       | Kouk Srok       | TSSD              |
|                             |                             |                          | 54                      | 250107      | ទឹកច្រវា       | Tuek Chrov      | TSSD              |
|                             | ពញាប្រែក<br>Ponhea Kraek    | ពញាប្រែក<br>Ponhea Kraek | 55                      | 250508      | វាលម្លូ        | Veal Mlu        | TSSD              |
|                             |                             |                          | 56                      | 250506      | ពពេល           | Popel           | TSSD              |
|                             |                             |                          | 57                      | 250502      | កក់            | Kak             | TSSD              |
|                             |                             |                          | 58                      | 250507      | ត្រពាំងផ្លុង   | Trapeang Phlong | TSSD              |
|                             |                             |                          | 59                      | 250505      | ប្រែក          | Kraek           | TSSD              |
|                             |                             |                          | 60                      | 250503      | កណ្តាលជ្រំ     | Kandaol Chrum   | TSSD              |
|                             |                             |                          | 61                      | 250501      | ដូនតី          | Doun Tei        | TSSD              |
| កំពង់ធំ<br>Kampong Thom     | បារាយណ៍<br>Baray            | 62                       | 60103                   | បារាយណ៍     | Baray          | Rice SDP        |                   |
|                             |                             | 63                       | 60113                   | ពង្រ        | Pongro         | Rice SDP        |                   |
|                             |                             | 64                       | 60117                   | ត្នោតជូន    | Tnaot Chum     | Rice SDP        |                   |
|                             |                             | 65                       | 60118                   | ត្រៀល       | Triel          | Rice SDP        |                   |
|                             |                             | 66                       | 60110                   | គគីរធំ      | Kokir Thum     | TSSD            |                   |
|                             |                             | 67                       | 60101                   | បាក់ស្នា    | Bak Sna        | TSSD            |                   |
|                             |                             | 68                       | 60115                   | ស្រែឡៅ      | Sralau         | TSSD            |                   |
|                             |                             | 69                       | 60105                   | ជើងជើង      | Chaeung Daeung | TSSD            |                   |
|                             |                             | 70                       | 60107                   | ឈូកខ្ពស់    | Chhuk Khsach   | TSSD            |                   |
|                             |                             | 71                       | 60109                   | ច្រឡង       | Chrolong       | TSSD            |                   |
|                             |                             | 72                       | 60106                   | ច្រនាង      | Chranieng      | TSSD            |                   |
|                             |                             | 73                       | 60108                   | ចុងដូង      | Chong Doung    | TSSD            |                   |
|                             |                             | ស្ទឹងសែន<br>Stueng Saen  | ស្ទឹងសែន<br>Stueng Saen | 74          | 60301          | ដំរីជាន់ខ្លា    | Damrei Choan Khla |
|                             | 75                          |                          |                         | 60304       | អូរកន្ត្រៃ     | Ou Kanthor      | TSSD              |
|                             | 76                          |                          |                         | 60309       | អាមាឃ្យណាក់    | achar Leak      | TSSD              |

| Province         | District                   | No.   | Commune Code                       | Commune     |               | Remarks          |          |
|------------------|----------------------------|-------|------------------------------------|-------------|---------------|------------------|----------|
|                  |                            |       |                                    | Commune_Kh  | Commune_Eng   |                  |          |
|                  |                            | 77    | 60310                              | ស្រយូវ      | Srayov        | TSSD             |          |
|                  |                            | 78    | 60308                              | ព្រៃតាហូ    | Prey Ta Hu    | TSSD             |          |
|                  | កំពង់ស្វាយ<br>Kampong Svay |       | 79                                 | 60202       | ដំរីស្លាប់    | Damrei Slab      | Rice SDP |
|                  |                            |       | 80                                 | 60203       | កំពង់គោ       | Kampong Kou      | Rice SDP |
|                  |                            |       | 81                                 | 60204       | កំពង់ស្វាយ    | Kampong Svay     | Rice SDP |
|                  |                            |       | 82                                 | 60207       | សាន់គរ        | San Kor          | Rice SDP |
|                  |                            |       | 83                                 | 60208       | ត្បែង         | Tbaeng           | Rice SDP |
|                  |                            |       | 84                                 | 60209       | ត្រពាំងឬស្សី  | Trapeang Ruessei | Rice SDP |
|                  |                            |       | ព្រះសាទមជ្ឈដ្ឋាន<br>Prasat BalangK |             | 85            | 60401            | ដូង      |
|                  | 86                         | 60402 |                                    |             | ក្រយា         | Kraya            | TSSD     |
|                  | 87                         | 60403 |                                    |             | ផាន់ហ្លើម     | Phan Nheum       | TSSD     |
|                  | 88                         | 60404 |                                    |             | សារក្រៀម      | Sa Kream         | TSSD     |
|                  | 89                         | 60405 |                                    |             | សាលាវិស័យ     | Sala Visai       | TSSD     |
|                  | 90                         | 60406 |                                    |             | សាមគ្គី       | Sameakki         | TSSD     |
|                  | 91                         | 60407 |                                    |             | ទួលក្រៀម      | Tuol Kreul       | TSSD     |
|                  | សណ្តាន់<br>Sandan          |       | 92                                 | 60601       | ឈើទាល់        | Chheu Teal       | TSSD     |
|                  |                            |       | 93                                 | 60602       | ដងកាំបិត      | Dang Kambet      | TSSD     |
|                  |                            |       | 94                                 | 60603       | ក្រែង         | Klaeng           | TSSD     |
|                  |                            |       | 95                                 | 60604       | មាន់ទ្រូ      | Mean Ritth       | TSSD     |
|                  |                            |       | 96                                 | 60605       | មាន់ដើម       | Mean Chey        | TSSD     |
|                  |                            |       | 97                                 | 60606       | ងន            | Ngan             | TSSD     |
|                  |                            |       | 98                                 | 60607       | សណ្តាន់       | Sandan           | TSSD     |
| 99               |                            |       | 60608                              | សុទ្ធិត្រ   | Sochet        | TSSD             |          |
| សន្តុក<br>Santuk |                            | 100   | 60703                              | កំពង់ថ្ម    | Kampong Thma  | Rice SDP         |          |
|                  |                            | 101   | 60706                              | ប្រា        | Pnov          | Rice SDP         |          |
|                  |                            | 102   | 60708                              | តាំងក្រសាំង | Tang Krasang  | Rice SDP         |          |
|                  |                            | 103   | 60701                              | បឹងល្វា     | Boeng Lvea    | TSSD             |          |
|                  |                            | 104   | 60702                              | ច្រប់       | Chroab        | TSSD             |          |
|                  |                            | 105   | 60704                              | កកោះ        | Kakaoh        | TSSD             |          |
|                  |                            | 106   | 60705                              | ក្រយា       | Kraya         | TSSD             |          |
|                  |                            | 107   | 60706                              | ប្រា        | Pnov          | TSSD             |          |
|                  |                            | 108   | 60707                              | ព្រះសាទ     | Prasat        | TSSD             |          |
|                  |                            | 109   | 60709                              | ទីពោ        | Ti Pou        | TSSD             |          |
|                  |                            | 110   | 60710                              | ត្បូងក្រពើ  | Tboung Krapeu | TSSD             |          |

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|----------------------------|-----------------|---------------------|-------------------------|-------------|---------------------|-----------|
|                            |                 |                     |                         | Commune_Kh  | Commune_Eng         |           |
|                            | ស្ទឹង<br>Stoung | 111                 | 60813                   | ត្រា        | Trea                | Rice SDP  |
|                            |                 | 112                 | 60802                   | ចំណាអក្រាម  | Chamna Kraom        | Rice SDP  |
|                            |                 | 113                 | 60801                   | បន្ទាយស្ទឹង | Banteay Stoung      | TSSD      |
|                            |                 | 114                 | 60803                   | ច្រណាឈើ     | Chamnar Leu         | TSSD      |
|                            |                 | 115                 | 60804                   | កំពង់ចិនឆេង | Kampong Chen Cheung | TSSD      |
|                            |                 | 116                 | 60806                   | ម្ស្រកង     | Msar Krang          | TSSD      |
|                            |                 | 117                 | 60808                   | ពពក         | Popok               | TSSD      |
|                            |                 | 118                 | 60809                   | ប្រឡាយ      | Pralay              | TSSD      |
|                            |                 | 119                 | 60810                   | ព្រះដំរី    | Preah Damrei        | TSSD      |
|                            |                 | 120                 | 60811                   | រុងរឿង      | Rung Roeang         | TSSD      |
|                            |                 | 121                 | 60812                   | សំប្រូច     | Samprouch           | TSSD      |
|                            |                 | សៀមរាប<br>Siem Reap | អង្គរជុំ<br>Angkor Chum | 122         | 170106              | ស្រែស្វាវ |
| 123                        | 170105          |                     |                         | នគរភាស      | Nokor Pheas         | TSSD      |
| 124                        | 170104          |                     |                         | គោល         | Koul                | TSSD      |
| 125                        | 170103          |                     |                         | គោកដូង      | Kouk Doung          | TSSD      |
| 126                        | 170102          |                     |                         | ដូនពាង      | Doun Peaeng         | TSSD      |
| 127                        | 170107          |                     |                         | តាសំ        | Ta Saom             | TSSD      |
| 128                        | 170101          |                     |                         | ចាវជ្ឈក     | Char Chhuk          | TSSD      |
| បន្ទាយស្រី<br>Banteay Srei | 129             |                     | 170306                  | ត្រែង       | Tbaeng              | TSSD      |
|                            | 130             |                     | 170302                  | យូនរាម      | Khun Ream           | TSSD      |
|                            | 131             |                     | 170305                  | រុនតាឯក     | Run Ta Aek          | TSSD      |
|                            | 132             |                     | 170304                  | រំចក        | Rumchek             | TSSD      |
|                            | 133             |                     | 170301                  | ខ្នារសណ្តាយ | Khnar Sanday        | TSSD      |
|                            | 134             |                     | 170303                  | ប្រែកដាក់   | Preak Dak           | TSSD      |
| ជីក្រែង<br>Chi Kraeng      | 135             |                     | 170409                  | ពង្រឈើ      | Pongro Leu          | TSSD      |
|                            | 136             |                     | 170404                  | ខ្នារ       | Khvav               | TSSD      |
|                            | 137             |                     | 170406                  | គោកថ្លុកឈើ  | Kouk Thlok Leu      | TSSD      |
|                            | 138             |                     | 170407                  | ល្វែងរួស្សី | Lveaeng Ruessei     | TSSD      |
|                            | 139             |                     | 170408                  | ព្រងក្រាម   | Pongro Kraom        | TSSD      |
|                            | 140             |                     | 170410                  | រួស្សីលក    | Ruessei Lok         | TSSD      |
|                            | 141             |                     | 170411                  | សង្កើយ      | Sangvaeuy           | TSSD      |
| ក្រឡាញ់<br>Kralanh         | 142             |                     | 170608                  | ស្នួល       | Snuol               | TSSD      |
|                            | 143             |                     | 170607                  | សែនសុខ      | Saen Sokh           | TSSD      |
|                            | 144             |                     | 170604                  | ក្រូចគរ     | Krouch Kor          | TSSD      |
|                            | 145             |                     | 170605                  | រោងគោ       | Roung Kou           | TSSD      |
|                            | 146             |                     | 170601                  | ជំនួសរដៃ    | Chonloas Dai        | TSSD      |
|                            | 147             |                     | 170609                  | ស្រណាល      | Sranal              | TSSD      |
|                            | 148             |                     | 170610                  | តាអាន       | Ta an               | TSSD      |
| សៀមរាប                     | 149             |                     | 171005                  | នគរធំ       | Nokor Thum          | TSSD      |

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|----------------------------------|-----------------------------------|--------|----------------|--------------------|-------------------|---------|
|                                  |                                   |        |                | Commune_Kh         | Commune_Eng       |         |
|                                  | Siem Reap                         | 150    | 171008         | សំបួរ              | Sambuor           | TSSD    |
|                                  |                                   | 151    | 171003         | គោកចក              | Kouk Chak         | TSSD    |
|                                  |                                   | 152    | 171001         | ស្លក្រាម           | Sla Kram          | TSSD    |
|                                  |                                   | 153    | 171010         | ស្រងែ              | Srangae           | TSSD    |
|                                  |                                   | 154    | 171006         | ច្រាវ              | Chreav            | TSSD    |
|                                  |                                   | 155    | 171004         | សាលាកំរើក          | Sala Kamraeuk     | TSSD    |
|                                  | ស្រុកនិកម<br>Soutr Nikom          | 156    | 171110         | តាឃើក              | Ta Yaek           | TSSD    |
|                                  |                                   | 157    | 171108         | ពពល                | Popel             | TSSD    |
|                                  |                                   | 158    | 171107         | ខ្នារោង            | Khnar Pou         | TSSD    |
|                                  |                                   | 159    | 171101         | ចាន់ស              | Chan Sar          | TSSD    |
|                                  |                                   | 160    | 171105         | កៀនសង្កែ           | Kien Sangkae      | TSSD    |
|                                  |                                   | 161    | 171106         | ខ្នាស់             | Khchas            | TSSD    |
|                                  |                                   | 162    | 171109         | សំរោង              | Samraong          | TSSD    |
|                                  | ស្រីស្នំ<br>Srei Snam             | 163    | 171102         | ដំរែក              | Dam Daek          | TSSD    |
|                                  |                                   | 164    | 171206         | ស្លែងស្ពាន         | Slaeng Spean      | TSSD    |
|                                  |                                   | 165    | 171203         | ត្រាំសសរ           | Tram Sasar        | TSSD    |
|                                  |                                   | 166    | 171204         | មោង                | Moung             | TSSD    |
|                                  |                                   | 167    | 171202         | ក្លាំងហាយ          | Klang Hay         | TSSD    |
|                                  |                                   | 168    | 171205         | ប្រើយ              | Prei              | TSSD    |
| ស្វាយលើ<br>Svay Leu              | 169                               | 171201 | ច្រាំងនាងឆ្មួន | Chrouy Neang Nguon | TSSD              |         |
|                                  | 170                               | 171305 | តាសៀម          | Ta Siem            | TSSD              |         |
|                                  | 171                               | 171301 | បឹងមាលា        | Boeng Mealea       | TSSD              |         |
|                                  | 172                               | 171302 | កន្ទួត         | Kantuot            | TSSD              |         |
|                                  | 173                               | 171304 | ស្វាយលើ        | Svay Leu           | TSSD              |         |
| វារិន<br>Varin                   | 174                               | 171303 | ខ្នងភ្នំ       | Khng Phnum         | TSSD              |         |
|                                  | 175                               | 171403 | ស្រែនូយ        | Srae Nouy          | TSSD              |         |
|                                  | 176                               | 171402 | ល្វាក្រាំង     | Lvea Krang         | TSSD              |         |
|                                  | 177                               | 171404 | ស្វាយស         | Svay sa            | TSSD              |         |
|                                  | 178                               | 171401 | ប្រាសាទ        | Prasat             | TSSD              |         |
|                                  | 179                               | 171405 | វារិន          | Varin              | TSSD              |         |
| បន្ទាយមានជ័យ<br>Banteay Meanchey | ភ្នំស្រុក<br>Phnum Srok           | 180    | 10301          | ណាំតៅ              | Nam Tau           | TSSD    |
|                                  |                                   | 181    | 10302          | ពយចាវ              | Paoy Char         | TSSD    |
|                                  |                                   | 182    | 10303          | ពន្លៃ              | Ponley            | TSSD    |
|                                  |                                   | 183    | 10304          | ស្ពានស្រែង         | Spean Sraeng      | TSSD    |
|                                  |                                   | 184    | 10305          | ស្រះជីក            | Srah Chik         | TSSD    |
|                                  |                                   | 185    | 10306          | ភ្នំដី             | Phnum Dei         | TSSD    |
|                                  | ព្រះនេត្រព្រះ<br>Preah Netr Preah | 186    | 10401          | ល្អិតមានជ័យ        | Chhnuor Mean Chey | TSSD    |
|                                  |                                   | 187    | 10402          | ជប់វ៉ារី           | Chob Veari        | TSSD    |
|                                  |                                   | 188    | 10403          | ភ្នំល្បិច          | Phnum Lieb        | TSSD    |

| Province               | District                    | No.      | Commune Code  | Commune          |                  | Remarks  |
|------------------------|-----------------------------|----------|---------------|------------------|------------------|----------|
|                        |                             |          |               | Commune_Kh       | Commune_Eng      |          |
|                        |                             | 189      | 10404         | ប្រាសាទ          | Prasat           | TSSD     |
|                        |                             | 190      | 10405         | ព្រះនេត្រព្រះ    | Preah Netr Preah | TSSD     |
|                        |                             | 191      | 10406         | រហាល             | Rohal            | TSSD     |
|                        |                             | 192      | 10407         | ទានកាំ           | Tean Kam         | TSSD     |
|                        |                             | 193      | 10408         | ទឹកឈូ            | Tuek Chour       | TSSD     |
|                        |                             | 194      | 10409         | បូសបូវ           | Bos Sbov         | TSSD     |
|                        | ស្រុកច្រវ៉ា<br>Ou Chrov     | 195      | 10501         | ចង្កា            | Changha          | TSSD     |
|                        |                             | 196      | 10502         | កូប              | Koub             | TSSD     |
|                        |                             | 197      | 10503         | គុតសត            | Kuttasat         | TSSD     |
|                        |                             | 198      | 10509         | សូបីជាន់         | Ou Bei Choan     | TSSD     |
|                        |                             | 199      | 10505         | សំរោង            | Samraong         | TSSD     |
|                        |                             | 200      | 10506         | សូភី             | Souphi           | TSSD     |
|                        | សេរីសោភ័ណ<br>Serei Saophoan | 201      | 10507         | សឹង្ហ            | Soengh           | TSSD     |
|                        |                             | 202      | 10608         | ទឹកថ្លា          | Tuek Thla        | TSSD     |
|                        |                             | 203      | 10603         | កោះពងសត្វ        | Kaoh Pong Satv   | TSSD     |
|                        |                             | 204      | 10604         | ម្កាក់           | Mkak             | TSSD     |
|                        | ថ្មពួក<br>Thma Puok         | 205      | 10606         | ផ្សិត            | Phniet           | TSSD     |
|                        |                             | 206      | 10701         | បន្ទាយឆ្មារ      | Banteay Chhmar   | TSSD     |
|                        |                             | 207      | 10702         | គោករមៀត          | Kouk Romiet      | TSSD     |
|                        |                             | 208      | 10703         | ភូមិថ្មី         | Phum Thmei       | TSSD     |
|                        |                             | 209      | 10704         | ថ្មពួក           | Thma Puok        | TSSD     |
| 210                    |                             | 10705    | គោកកប៊ិន      | Kouk Kakthen     | TSSD             |          |
| បាត់ដំបង<br>Battambang | ថ្មគោល<br>Thma Koul         | 211      | 10706         | គំរូ             | Kumru            | TSSD     |
|                        |                             | 212      | 20201         | តាពូង            | Ta Pung          | Rice SDP |
|                        |                             | 213      | 20202         | តាម៉ឺន           | Ta Meun          | Rice SDP |
|                        |                             | 214      | 20203         | សូរតាគី          | Ou Ta Ki         | Rice SDP |
|                        |                             | 215      | 20205         | អន្លង់រុន        | Anlong Run       | Rice SDP |
|                        |                             | 216      | 20206         | ច្រាយស្តៅ        | Chrouy Sdau      | Rice SDP |
|                        |                             | 217      | 20207         | បឹងព្រីង         | Boeng Pring      | Rice SDP |
|                        |                             | 218      | 20208         | គោកម្ល៉ែង        | Kouk Khmum       | Rice SDP |
|                        |                             | 219      | 20209         | បន្ទាយត្រែង      | Bansay Traeng    | Rice SDP |
|                        | បវេល<br>Bavel               | 220      | 20210         | រូងក្រែង         | Rung Chrey       | Rice SDP |
|                        |                             | 221      | 20401         | បវេល             | Bavel            | Rice SDP |
| 222                    |                             | 20402    | ខ្នាចរមាស     | Khnach Romeas    | Rice SDP         |          |
| 223                    |                             | 20403    | ល្វា          | Lvea             | Rice SDP         |          |
| 224                    |                             | 20404    | ប្រៃខ្ពស់     | Prey Khpos       | Rice SDP         |          |
| 225                    |                             | 20405    | អំពិលប្រាំដើម | Ampil Pram Daeum | Rice SDP         |          |
| 226                    | 20406                       | កុលតាហៃន | Kdol Ta Haen  | Rice SDP         |                  |          |

| Province                     | District             | No.                            | Commune Code             | Commune    |              | Remarks            |            |              |          |
|------------------------------|----------------------|--------------------------------|--------------------------|------------|--------------|--------------------|------------|--------------|----------|
|                              |                      |                                |                          | Commune_Kh | Commune_Eng  |                    |            |              |          |
|                              |                      | 227                            | 20407                    | បឹងប្រាំ   | Boeng Pram   | Rice SDP           |            |              |          |
|                              |                      | 228                            | 20408                    | ម្ល៉ាងមាស  | Khleang Meas | Rice SDP           |            |              |          |
|                              | មោង<br>Moung         |                                | 229                      | 20601      | មោង          | Moung              | Rice SDP   |              |          |
|                              |                      |                                | 230                      | 20602      | គារ          | Kear               | Rice SDP   |              |          |
|                              |                      |                                | 231                      | 20603      | ប្រៃស្វាយ    | Prey Svay          | Rice SDP   |              |          |
|                              |                      |                                | 232                      | 20604      | ឫស្សីក្រាំង  | Ruessei Krang      | Rice SDP   |              |          |
|                              |                      |                                | 233                      | 20605      | ច្រែ         | Chrey              | Rice SDP   |              |          |
|                              |                      |                                | 234                      | 20606      | តាលាស់       | Ta Loas            | Rice SDP   |              |          |
|                              |                      |                                | 235                      | 20607      | កកោះ         | Kakaoh             | Rice SDP   |              |          |
|                              |                      |                                | 236                      | 20608      | ប្រៃតូច      | Prey Touch         | Rice SDP   |              |          |
|                              |                      |                                | រុក្ខគីរី<br>Rukhak Kiri |            | 237          | 21401              | ប្រៃកង្កែក | Preak Chik   | Rice SDP |
|                              |                      |                                |                          |            | 238          | 21402              | ប្រៃត្រឡាច | Prey Tralach | Rice SDP |
|                              | 239                  | 21403                          |                          |            | បាសាក់       | Basak              | Rice SDP   |              |          |
|                              | 240                  | 21404                          |                          |            | មុខរាប       | Mukh Rea           | Rice SDP   |              |          |
|                              | 241                  | 21405                          |                          |            | ស្តុកប្រើក   | Sdok Pravoek       | Rice SDP   |              |          |
|                              | ប្រៃវង់<br>Prey Veng | កំពង់ត្របែក<br>Kampong Trabaek | 242                      | 140301     | អន្លោង       | Ansaong            | Rice SDP   |              |          |
|                              |                      |                                | 243                      | 140303     | ដាងដែក       | Cheang Daek        | Rice SDP   |              |          |
|                              |                      |                                | 244                      | 140305     | កន្សោមអក     | Kansaom Ak         | Rice SDP   |              |          |
|                              |                      |                                | 245                      | 140307     | កំពង់ត្របែក  | Kampong Trabaek    | Rice SDP   |              |          |
|                              |                      |                                | 246                      | 140308     | ពាមមន្តរ     | Peam Montear       | Rice SDP   |              |          |
|                              |                      |                                | 247                      | 140313     | ថ្ម          | Thkov              | Rice SDP   |              |          |
| ព្រះស្តាច់<br>Preah Sdach    |                      |                                | 248                      | 140902     | បន្ទាយចក្រី  | Banteay Chakrei    | Rice SDP   |              |          |
|                              |                      |                                | 249                      | 140903     | បឹងដោល       | Boeng Daol         | Rice SDP   |              |          |
|                              |                      |                                | 250                      | 140906     | ក្រាំងស្វាយ  | Krang Svay         | Rice SDP   |              |          |
|                              |                      |                                | 251                      | 140907     | ល្វា         | Lvea               | Rice SDP   |              |          |
|                              |                      |                                | 252                      | 140908     | ព្រះស្តាច់   | Preah Sdach        | Rice SDP   |              |          |
|                              |                      |                                | 253                      | 140910     | រំមក         | Rumchek            | Rice SDP   |              |          |
|                              |                      |                                | 254                      | 140911     | សេនាធារជនតូម | Sena Reach Otdam   | Rice SDP   |              |          |
| ស៊ីមរកណ្តាល<br>Sithor Kandal |                      |                                | 255                      | 141202     | ច្រែម៉ូ      | Chrey Khmum        | Rice SDP   |              |          |
|                              |                      |                                | 256                      | 141205     | ប្រៃទីប      | Pnov Ti Pir        | Rice SDP   |              |          |
|                              |                      |                                | 257                      | 141206     | ពោធិទី       | Pou Ti             | Rice SDP   |              |          |
|                              |                      |                                | 258                      | 141208     | ប្រៃដើមថ្លឹង | Prey Daeum Thnoeng | Rice SDP   |              |          |
|                              |                      |                                | 259                      | 141209     | ប្រៃទ្រាំង   | Prey Tueng         | Rice SDP   |              |          |
|                              |                      |                                | 260                      | 141210     | រំលេច        | Rumlech            | Rice SDP   |              |          |
|                              |                      |                                | 261                      | 141211     | ឫស្សីសាញ់    | Ruessei Sanh       | Rice SDP   |              |          |
| ស្វាយអន្តរ<br>Svay Antor     |                      |                                | 262                      | 141301     | អង្គរត្រេត   | Angkor Tret        | Rice SDP   |              |          |
|                              |                      |                                | 263                      | 141302     | ដាខ្លាង      | Chea Khlang        | Rice SDP   |              |          |
|                              |                      |                                | 264                      | 141303     | ច្រែ         | Chrey              | Rice SDP   |              |          |
|                              |                      |                                | 265                      | 141304     | ដំរីពួន      | Damrei Puon        | Rice SDP   |              |          |

| Province | District | No. | Commune Code | Commune    |             | Remarks  |
|----------|----------|-----|--------------|------------|-------------|----------|
|          |          |     |              | Commune_Kh | Commune_Eng |          |
|          |          | 266 | 141305       | មេបុណ្យ    | Me Bon      | Rice SDP |
|          |          | 267 | 141306       | ពានរោង     | Pean Roung  | Rice SDP |
|          |          | 268 | 141308       | ប្រៃត្តា   | Prey Khla   | Rice SDP |
|          |          | 269 | 141309       | សំរោង      | Samraong    | Rice SDP |
|          |          | 270 | 141310       | ស្វាយអង្គរ | Svay Antor  | Rice SDP |
|          |          | 271 | 141311       | ទឹកថ្លា    | Tuek Thla   | Rice SDP |

**LIST OF TARGET COMMUNES AND COMMUNE POPULATIONS**

| ខេត្ត<br>Province             | ស្រុក<br>District      | ល.រ<br>No. | លេខកូដឃុំ<br>Comune Code | ឃុំ សង្កាត់ |               | Household | Population<br>Male | Population<br>Female | កំណត់សំគាល់<br>Remarks |
|-------------------------------|------------------------|------------|--------------------------|-------------|---------------|-----------|--------------------|----------------------|------------------------|
|                               |                        |            |                          | Commune Kh  | Commune Eng   |           |                    |                      |                        |
| ខេត្តកំពង់ចាម<br>Kampong Cham | បាធាយ<br>Batheay       | 1          | 30111                    | ត្រប់       | Trab          | 2420      | 5679               | 6061                 | TSSD                   |
|                               |                        | 2          | 30108                    | សណ្តែក      | Sandaek       | 3229      | 6241               | 6867                 | TSSD                   |
|                               |                        | 3          | 30102                    | ច្បារអំពៅ   | Chbar Ampov   | 1527      | 3110               | 3193                 | TSSD                   |
|                               |                        | 4          | 30105                    | មេឃ្រឹង     | Me Pring      | 1701      | 3180               | 3445                 | TSSD                   |
|                               |                        | 5          | 30112                    | ទំនប់       | Tumnob        | 1883      | 3576               | 4001                 | TSSD                   |
|                               |                        | 6          | 30104                    | ជើងព្រៃ     | Cheung Prey   | 1989      | 4143               | 4725                 | TSSD                   |
|                               |                        | 7          | 30110                    | តាំងក្រសាំង | Tang Krasang  | 2107      | 4875               | 5264                 | TSSD                   |
|                               |                        | 8          | 30101                    | បាធាយ       | Batheay       | 3737      | 8940               | 8854                 | TSSD                   |
|                               |                        | 9          | 30109                    | តាំងក្រាំង  | Tang Krang    | 2659      | 5444               | 5844                 | TSSD                   |
|                               | ជើងព្រៃ<br>Cheung Prey | 10         | 30305                    | ជ្រឹងជ្រុំ  | Pring Chrum   | 1979      | 4011               | 3858                 | TSSD                   |
|                               |                        | 11         | 30307                    | ស្ទឹងដើម    | Sdaeung Chey  | 2758      | 5501               | 5748                 | TSSD                   |
|                               |                        | 12         | 30310                    | ត្រពាំងក្រ  | Trapeang Kor  | 1780      | 3831               | 4099                 | TSSD                   |
|                               |                        | 13         | 30309                    | ស្រម៉ី      | Srama         | 2297      | 4239               | 4626                 | TSSD                   |
|                               |                        | 14         | 30303                    | ស្មៅជុំ     | Phdau Chum    | 1930      | 4063               | 4465                 | TSSD                   |
|                               |                        | 15         | 30306                    | សំរោងដើម    | Sampong Chey  | 4353      | 9410               | 10031                | TSSD                   |
|                               |                        | 16         | 30304                    | ព្រៃចារ     | Prey Char     | 1953      | 4001               | 4426                 | TSSD                   |
|                               |                        | 17         | 30302                    | គោករវៀង     | Kouk Rovieng  | 1624      | 2645               | 2599                 | TSSD                   |
|                               | កងមាស<br>Kang Meas     | 18         | 30707                    | រាយបាយ      | Reay Pay      | 2733      | 5836               | 5961                 | TSSD                   |
|                               |                        | 19         | 30705                    | ប្រែកកុយ    | Preaek Koy    | 2568      | 5912               | 5921                 | TSSD                   |
|                               |                        | 20         | 30706                    | ប្រែកក្របៅ  | Preaek Krabau | 2347      | 4579               | 5055                 | TSSD                   |
|                               |                        | 21         | 30702                    | កងតាណាំង    | Kang Ta Noeng | 2439      | 6042               | 5823                 | TSSD                   |
|                               |                        | 22         | 30703                    | រកាអារ      | Roka ar       | 2160      | 4259               | 4615                 | TSSD                   |
|                               |                        | 23         | 30703                    | ខ្នៅ        | Khchau        | 2317      | 5579               | 5931                 | TSSD                   |
|                               |                        | 24         | 30711                    | សួគង        | Sour Kong     | 2660      | 5628               | 5908                 | TSSD                   |
|                               |                        | 25         | 30701                    | អង្គរបាន    | Angkor Ban    | 2369      | 4933               | 5048                 | TSSD                   |
|                               |                        | 26         | 30803                    | ល្វែ        | Lve           | 2567      | 4922               | 5586                 | TSSD                   |

| ខេត្ត<br>Province       | ស្រុក<br>District          | ល.រ<br>No.                  | លេខកូដឃុំ<br>Comune Code | ឃុំ សង្កាត់<br>Commune |                | Household          | Population<br>Male | Population<br>Female | កំណត់សំគាល់<br>Remarks |      |
|-------------------------|----------------------------|-----------------------------|--------------------------|------------------------|----------------|--------------------|--------------------|----------------------|------------------------|------|
|                         |                            |                             |                          | Commune Kh             | Commune Eng    |                    |                    |                      |                        |      |
| កោះស្នួន<br>Kaoh Soutin | កោះស្នួន<br>Kaoh Soutin    | 27                          | 30801                    | កំពង់រាប               | Kampong Reab   | 2399               | 5206               | 5480                 | TSSD                   |      |
|                         |                            | 28                          | 30808                    | ប្រែកតានុង             | Preaek Ta Nong | 2707               | 5207               | 5534                 | TSSD                   |      |
|                         |                            | 29                          | 30805                    | មហាខ្យង                | Moha Khnhoung  | 2894               | 5729               | 5476                 | TSSD                   |      |
|                         |                            | 30                          | 30802                    | កោះស្នួន               | Kaoh Soutin    | 2695               | 5286               | 5589                 | TSSD                   |      |
|                         |                            | 31                          | 30804                    | មហាលាប                 | Moha Leaph     | 1791               | 3145               | 3213                 | TSSD                   |      |
|                         |                            | 32                          | 30807                    | ពង្រ                   | Pongro         | 1114               | 1991               | 2145                 | TSSD                   |      |
|                         | ស្ទឹងត្រាង<br>Stueng Trang | ស្ទឹងត្រាង<br>Stueng Trang  | 33                       | 31501                  | អារក្សត្នោត    | areaks Tnaot       | 2173               | 5012                 | 4791                   | TSSD |
|                         |                            |                             | 34                       | 31514                  | ទួលសំបួរ       | Tuol Sambuor       | 1311               | 2775                 | 2823                   | TSSD |
|                         |                            |                             | 35                       | 31506                  | អូរម្លូ        | Ou Mlu             | 2138               | 4752                 | 4830                   | TSSD |
|                         |                            |                             | 36                       | 31503                  | ដងក្តារ        | Dang Kdar          | 2763               | 5572                 | 6589                   | TSSD |
|                         |                            |                             | 37                       | 31513                  | ទួលព្រះឃ្នាំង  | Tuol Preah Khleang | 1399               | 2781                 | 2941                   | TSSD |
|                         |                            |                             | 38                       | 31509                  | ប្រែកបាក់      | Preaek Bak         | 2429               | 4277                 | 4771                   | TSSD |
|                         |                            |                             | 39                       | 31512                  | សូភាស          | Soupheas           | 2424               | 5335                 | 5457                   | TSSD |
|                         |                            |                             | 40                       | 31508                  | ព្រះអណ្តូង     | Preah Andoung      | 662                | 1291                 | 1368                   | TSSD |
|                         | ត្បូងឃ្មុំ<br>Tboung Khmum | ក្រូចឆ្មារ<br>Krouch Chhmar | 41                       | 250201                 | ឈូក            | Chhuk              | 2343               | 6379                 | 5418                   | TSSD |
|                         |                            |                             | 42                       | 250212                 | ទួលស្នួល       | Tuol Snuol         | 2864               | 6559                 | 6454                   | TSSD |
| 43                      |                            |                             | 250211                   | ទ្រា                   | Trea           | 2449               | 5512               | 5555                 | TSSD                   |      |
| 44                      |                            |                             | 250208                   | ប្រែកអាជី              | Preaek a Chi   | 1347               | 3469               | 3499                 | TSSD                   |      |
| 45                      |                            |                             | 250202                   | ជុំនិក                 | Chumnik        | 2219               | 5422               | 5738                 | TSSD                   |      |
| 46                      |                            |                             | 250206                   | ប៊ីសម្បយ               | Peus Muoy      | 1843               | 3990               | 4018                 | TSSD                   |      |
| 47                      |                            |                             | 250209                   | រកាខ្នុរ               | Roka Khnaor    | 2386               | 5606               | 5078                 | TSSD                   |      |
| 48                      |                            |                             | 250210                   | ស្វាយឃ្នាំង            | Svay Khleang   | 1937               | 4635               | 4726                 | TSSD                   |      |
| កំបែរ<br>Dambae         |                            | កំបែរ<br>Dambae             | 49                       | 250105                 | សេដា           | Seda               | 4179               | 10474                | 9580                   | TSSD |
|                         |                            |                             | 50                       | 250104                 | នាងទើត         | Neang Teut         | 1031               | 2170                 | 2365                   | TSSD |
|                         |                            |                             | 51                       | 250106                 | ត្រពាំងព្រីង   | Trapeang Pring     | 3205               | 7526                 | 7867                   | TSSD |
|                         |                            |                             | 52                       | 250101                 | ចុងជាត         | Chong Cheach       | 3456               | 7765                 | 8396                   | TSSD |
|                         |                            |                             | 53                       | 250103                 | គោកស្រុក       | Kouk Srok          | 2438               | 5591                 | 5462                   | TSSD |

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|----------------------------|----------------------------|------------------|--------------------------|------------------------|-------------------|------------|--------------------|----------------------|-------------------------|----------|
|                            |                            |                  |                          | Commune Kh             | Commune Eng       |            |                    |                      |                         |          |
| កំពង់ធំ<br>Kampong Thom    | ពញ្ញាត្រែក<br>Ponhea Kraek | 54               | 250107                   | ទឹកច្រវ៉ា              | Tuek Chrov        | 3091       | 7727               | 7734                 | TSSD                    |          |
|                            |                            | 55               | 250508                   | វាលម្លូ                | Veal Mlu          | 1667       | 3088               | 3628                 | TSSD                    |          |
|                            |                            | 56               | 250506                   | ពពេល                   | Popel             | 2395       | 4878               | 4936                 | TSSD                    |          |
|                            |                            | 57               | 250502                   | កក់                    | Kak               | 4388       | 10139              | 9890                 | TSSD                    |          |
|                            |                            | 58               | 250507                   | ត្រពាំងផ្លុង           | Trapeang Phlong   | 4955       | 9654               | 9896                 | TSSD                    |          |
|                            |                            | 59               | 250505                   | ក្រែក                  | Kraek             | 9035       | 20352              | 20786                | TSSD                    |          |
|                            |                            | 60               | 250503                   | កណ្តាលជ្រំ             | Kandaol Chrum     | 4871       | 10071              | 10861                | TSSD                    |          |
|                            |                            | 61               | 250501                   | ដូនតី                  | Doun Tei          | 3503       | 7565               | 7488                 | TSSD                    |          |
|                            | កំពង់ធំ<br>Kampong Thom    | បារាយណ៍<br>Baray | 62                       | 60103                  | បារាយណ៍           | Baray      | 2759               | 6762                 | 7029                    | Rice SDP |
|                            |                            |                  | 63                       | 60113                  | ពង្រ              | Pongro     | 1901               | 4937                 | 9380                    | Rice SDP |
|                            |                            |                  | 64                       | 60117                  | ត្នោតជុំ          | Tnaot Chum | 2046               | 4500                 | 4586                    | Rice SDP |
|                            |                            |                  | 65                       | 60118                  | ត្រៀល             | Triel      | 4177               | 9931                 | 10004                   | Rice SDP |
|                            |                            |                  | 66                       | 60110                  | គគីរធំ            | Kokir Thum | 2099               | 4341                 | 4605                    | TSSD     |
|                            |                            |                  | 67                       | 60101                  | បាក់ស្នា          | Bak Sna    | 1440               | 3546                 | 3699                    | TSSD     |
| 68                         |                            |                  | 60115                    | ស្រឡៅ                  | Sralau            | 2384       | 6504               | 6176                 | TSSD                    |          |
| 69                         |                            |                  | 60105                    | ជើងជើង                 | Chaeung Daeung    | 2536       | 5765               | 5865                 | TSSD                    |          |
| 70                         |                            |                  | 60107                    | ឈូកខ្សាច់              | Chhuk Khsach      | 3003       | 6811               | 7303                 | TSSD                    |          |
| 71                         |                            |                  | 60109                    | ច្រឡូង                 | Chrolong          | 1436       | 3241               | 3536                 | TSSD                    |          |
| 72                         |                            |                  | 60106                    | ច្រនាំង                | Chranieng         | 2767       | 6915               | 7063                 | TSSD                    |          |
| 73                         |                            | 60108            | ចុងដូង                   | Chong Doung            | 3040              | 6415       | 6937               | TSSD                 |                         |          |
| ស្ទឹងសែន<br>Stueng Saen    |                            | 74               | 60301                    | ដំរីគោន់ខ្លា           | Damrei Choan Khla | 1594       | 3944               | 3817                 | TSSD                    |          |
|                            |                            | 75               | 60304                    | អូរកន្ត្រា             | Ou Kanthor        | 1148       | 2447               | 2710                 | TSSD                    |          |
|                            |                            | 76               | 60309                    | អាចារ្យណាក់            | achar Leak        | 1600       | 3401               | 3418                 | TSSD                    |          |
|                            |                            | 77               | 60310                    | ស្រយូវ                 | Srayov            | 4485       | 9868               | 10636                | TSSD                    |          |
|                            | 78                         | 60308            | ព្រៃតាហូរ                | Prey Ta Hu             | 1459              | 3024       | 2997               | TSSD                 |                         |          |
| កំពង់ស្វាយ<br>Kampong Svay | 79                         | 60202            | ដំរីស្លាប                | Damrei Slab            | 1054              | 2280       | 2362               | Rice SDP             |                         |          |
|                            | 80                         | 60203            | កំពង់គោ                  | Kampong Kou            | 1489              | 3571       | 3797               | Rice SDP             |                         |          |

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|-------------------|-----------------------------------|------------|--------------------------|------------------------|------------------|-----------|--------------------|----------------------|------------------------|
|                   |                                   |            |                          | Commune Kh             | Commune Eng      |           |                    |                      |                        |
|                   |                                   | 81         | 60204                    | កំពង់ស្វាយ             | Kampong Svay     | 3303      | 7487               | 7711                 | Rice SDP               |
|                   |                                   | 82         | 60207                    | សាន់គរ                 | San Kor          | 3661      | 9026               | 9573                 | Rice SDP               |
|                   |                                   | 83         | 60208                    | ត្បែង                  | Tbaeng           | 2805      | 7232               | 7696                 | Rice SDP               |
|                   |                                   | 84         | 60209                    | ត្រពាំងបួស្បី          | Trapeang Ruessei | 4118      | 9183               | 9387                 | Rice SDP               |
|                   | ប្រាសាទបល្ល័ង្ក<br>Prasat Balangk | 85         | 60401                    | ដូង                    | Doung            | 1516      | 3288               | 3957                 | TSSD                   |
|                   |                                   | 86         | 60402                    | ក្រយា                  | Kraya            | 1645      | 3655               | 4244                 | TSSD                   |
|                   |                                   | 87         | 60403                    | ផាន់ញើម                | Phan Nheum       | 1344      | 3169               | 3325                 | TSSD                   |
|                   |                                   | 88         | 60404                    | សាក្រឿម                | Sa Kream         | 2079      | 6410               | 6513                 | TSSD                   |
|                   |                                   | 89         | 60405                    | សាលវិស័យ               | Sala Visai       | 3030      | 7667               | 7540                 | TSSD                   |
|                   |                                   | 90         | 60406                    | សាមគ្គី                | Sameakki         | 968       | 2039               | 2149                 | TSSD                   |
|                   |                                   | 91         | 60407                    | ទួលក្រើស               | Tuol Kreul       | 1120      | 2577               | 2696                 | TSSD                   |
|                   | សណ្តាន់<br>Sandan                 | 92         | 60601                    | ឈើទាល់                 | Chheu Teal       | 1775      | 4251               | 4254                 | TSSD                   |
|                   |                                   | 93         | 60602                    | ដងកាំបិត               | Dang Kambet      | 583       | 1162               | 1253                 | TSSD                   |
|                   |                                   | 94         | 60603                    | ត្បែង                  | Klaeng           | 987       | 2153               | 2171                 | TSSD                   |
|                   |                                   | 95         | 60604                    | មានវិទូ                | Mean Ritth       | 1724      | 3291               | 3895                 | TSSD                   |
|                   |                                   | 96         | 60605                    | មានជ័យ                 | Mean Chey        | 1601      | 3332               | 3578                 | TSSD                   |
|                   |                                   | 97         | 60606                    | ងន                     | Ngan             | 2041      | 3858               | 4517                 | TSSD                   |
|                   |                                   | 98         | 60607                    | សណ្តាន់                | Sandan           | 2219      | 4951               | 4998                 | TSSD                   |
|                   |                                   | 99         | 60608                    | សុចិត្រ                | Sochet           | 799       | 1812               | 1759                 | TSSD                   |
|                   | សន្ទុក<br>Santuk                  | 100        | 60703                    | កំពង់ថ្ម               | Kampong Thma     | 2331      | 5241               | 5175                 | Rice SDP               |
|                   |                                   | 101        | 60706                    | រៀវ                    | Pnov             | 591       | 1314               | 1346                 | Rice SDP               |
| 102               |                                   | 60708      | តាំងក្រសាំង              | Tang Krasang           | 3103             | 7162      | 7309               | Rice SDP             |                        |
| 103               |                                   | 60701      | បឹងល្វា                  | Boeng Lvea             | 2624             | 5614      | 5306               | TSSD                 |                        |
| 104               |                                   | 60702      | ច្រប់                    | Chroab                 | 1107             | 2246      | 2562               | TSSD                 |                        |
| 105               |                                   | 60704      | កកោះ                     | Kakaoh                 | 2834             | 6030      | 6533               | TSSD                 |                        |

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|---------------------|----------------------------|------------|--------------------------|------------------------|---------------------|-----------|--------------------|----------------------|------------------------|
|                     |                            |            |                          | Commune Kh             | Commune Eng         |           |                    |                      |                        |
|                     |                            | 106        | 60705                    | ក្រយា                  | Kraya               | 3202      | 7087               | 6996                 | TSSD                   |
|                     |                            | 108        | 60707                    | ប្រាសាទ                | Prasat              | 2279      | 5361               | 5457                 | TSSD                   |
|                     |                            | 109        | 60709                    | ទីពោ                   | Ti Pou              | 2422      | 5257               | 5388                 | TSSD                   |
|                     |                            | 110        | 60710                    | ត្បូងក្រពើ             | Tboung Krapeu       | 1354      | 3336               | 3274                 | TSSD                   |
|                     | ស្ទឹង<br>Stoung            | 111        | 60813                    | ត្រា                   | Trea                | 2834      | 6125               | 6690                 | Rice SDP               |
|                     |                            | 112        | 60802                    | ចំណេះក្រោម             | Chamna Kraom        | 2719      | 6383               | 6939                 | Rice SDP               |
|                     |                            | 113        | 60801                    | បន្ទាយស្ទឹង            | Banteay Stoung      | 2590      | 5660               | 6090                 | TSSD                   |
|                     |                            | 114        | 60803                    | ច្រណែន                 | Chamnar Leu         | 2384      | 5644               | 6836                 | TSSD                   |
|                     |                            | 115        | 60804                    | កំពង់ចិនឆើង            | Kampong Chen Cheung | 1468      | 5345               | 4196                 | TSSD                   |
|                     |                            | 116        | 60806                    | ម្សាត្រង               | Msar Krang          | 2202      | 4968               | 5282                 | TSSD                   |
|                     |                            | 117        | 60808                    | ពពក                    | Popok               | 1840      | 4841               | 4645                 | TSSD                   |
|                     |                            | 118        | 60809                    | ប្រឡាយ                 | Pralay              | 2859      | 7383               | 7851                 | TSSD                   |
| 119                 |                            | 60810      | ព្រះដំរី                 | Preah Damrei           | 1690                | 3237      | 3387               | TSSD                 |                        |
| 120                 | 60811                      | រុងរឿង     | Rung Roeang              | 1288                   | 2769                | 3103      | TSSD               |                      |                        |
| 121                 | 60812                      | សំព្រួច    | Samprouch                | 2733                   | 6479                | 6703      | TSSD               |                      |                        |
| សៀមរាប<br>Siem Reap | អង្គរជុំ<br>Angkor Chum    | 122        | 170106                   | ស្រែឡូង                | Srae Khvav          | 2025      | 4474               | 4887                 | TSSD                   |
|                     |                            | 123        | 170105                   | នគរវាល                 | Nokor Pheas         | 1819      | 4910               | 4927                 | TSSD                   |
|                     |                            | 124        | 170104                   | គោល                    | Koul                | 841       | 2037               | 2099                 | TSSD                   |
|                     |                            | 125        | 170103                   | គោកដូង                 | Kouk Doung          | 3254      | 8137               | 8250                 | TSSD                   |
|                     |                            | 126        | 170102                   | ដូនពាង                 | Doun Peaeng         | 1512      | 3993               | 3584                 | TSSD                   |
|                     |                            | 127        | 170107                   | តាសំ                   | Ta Saom             | 2235      | 5217               | 5386                 | TSSD                   |
|                     |                            | 128        | 170101                   | ចាវយូក                 | Char Chhuk          | 2098      | 4928               | 5190                 | TSSD                   |
|                     | បន្ទាយស្រី<br>Banteay Srei | 129        | 170306                   | ត្បែង                  | Tbaeng              | 2085      | 4747               | 4965                 | TSSD                   |
|                     |                            | 130        | 170302                   | យូនរាម                 | Khun Ream           | 1586      | 3521               | 3675                 | TSSD                   |
|                     |                            | 131        | 170305                   | រុនតាឯក                | Run Ta Aek          | 1583      | 4032               | 3941                 | TSSD                   |

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|--------------------------|-----------------------|------------|--------------------------|---|-----------------|-----------|--------------------|----------------------|------------------------|
|                          |                       |            |                          |   |                 |           |                    |                      |                        |
|                          |                       | 132        | 170304                   | រំចក                                    | Rumchek         | 698       | 1543               | 1608                 | TSSD                   |
|                          |                       | 133        | 170301                   | ខ្នារសណ្តាយ                             | Khnar Sanday    | 1709      | 4477               | 3950                 | TSSD                   |
|                          |                       | 134        | 170303                   | ប្រែកដាក់                               | Preak Dak       | 1879      | 4109               | 4296                 | TSSD                   |
|                          | ជីក្រុង<br>Chi Kraeng | 135        | 170409                   | ពង្រលើ                                  | Pongro Leu      | 2087      | 5782               | 5711                 | TSSD                   |
|                          |                       | 136        | 170404                   | ខ្វាវ                                   | Khvav           | 2888      | 7390               | 7257                 | TSSD                   |
|                          |                       | 137        | 170406                   | គោកធ្នូកលើ                              | Kouk Thlok Leu  | 2504      | 5731               | 5740                 | TSSD                   |
|                          |                       | 138        | 170407                   | ល្វែងរួស្សី                             | Lveaeng Ruessei | 2929      | 6235               | 6835                 | TSSD                   |
|                          |                       | 139        | 170408                   | ប្រុងក្រាម                              | Pongro Kraom    | 2262      | 5452               | 5490                 | TSSD                   |
|                          |                       | 140        | 170410                   | រួស្សីលក                                | Ruessei Lok     | 2920      | 6290               | 6262                 | TSSD                   |
|                          |                       | 141        | 170411                   | សង្វើយ                                  | Sangvaeuy       | 2383      | 6003               | 5872                 | TSSD                   |
|                          | ក្រឡាញ់ Kralanh       | 142        | 170608                   | ស្នួល                                   | Snuol           | 1551      | 3751               | 3943                 | TSSD                   |
|                          |                       | 143        | 170607                   | សែនសុខ                                  | Saen Sokh       | 1883      | 4794               | 4605                 | TSSD                   |
|                          |                       | 144        | 170604                   | ក្រូចគរ                                 | Krouch Kor      | 1046      | 2448               | 2292                 | TSSD                   |
|                          |                       | 145        | 170605                   | រោងគោ                                   | Roung Kou       | 1105      | 2816               | 3010                 | TSSD                   |
|                          |                       | 146        | 170601                   | ជន្លាសដៃ                                | Chonloas Dai    | 1971      | 4746               | 4774                 | TSSD                   |
|                          |                       | 147        | 170609                   | ស្រណាល                                  | Sranal          | 2240      | 5256               | 5265                 | TSSD                   |
|                          |                       | 148        | 170610                   | តាអាង                                   | Ta an           | 914       | 2189               | 2290                 | TSSD                   |
|                          | សៀមរាប<br>Siem Reap   | 149        | 171005                   | នគរធំ                                   | Nokor Thum      | 1960      | 4653               | 4681                 | TSSD                   |
| 150                      |                       | 171008     | សំបួរ                    | Sambuor                                 | 1183            | 2854      | 2952               | TSSD                 |                        |
| 151                      |                       | 171003     | គោកចក                    | Kouk Chak                               | 6824            | 15990     | 15067              | TSSD                 |                        |
| 152                      |                       | 171001     | ស្រីក្រាម                | Sla Kram                                | 7671            | 21361     | 20249              | TSSD                 |                        |
| 153                      |                       | 171010     | ស្រងែង                   | Srangae                                 | 1424            | 3658      | 3865               | TSSD                 |                        |
| 154                      |                       | 171006     | ជ្រាវ                    | Chreav                                  | 2740            | 6941      | 6702               | TSSD                 |                        |
| 155                      |                       | 171004     | សាលាកំរើក                | Sala Kamraeuk                           | 4771            | 11290     | 14244              | TSSD                 |                        |
| សូត្រនិគម<br>Soutr Nikom | 156                   | 171110     | តាយ៉ែក                   | Ta Yaek                                 | 2929            | 6715      | 7323               | TSSD                 |                        |
|                          | 157                   | 171108     | ពពេល                     | Popel                                   | 2453            | 5866      | 6121               | TSSD                 |                        |
|                          | 158                   | 171107     | ខ្នារពោធិ៍               | Khnar Pou                               | 1164            | 3174      | 3346               | TSSD                 |                        |

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|----------------------------------|-------------------------|------------|--------------------------|---|--------------------|-----------|--------------------|----------------------|------------------------|
|                                  |                         |            |                          |   |                    |           |                    |                      |                        |
|                                  |                         | 159        | 171101                   | ចាន់ស                                   | Chan Sar           | 2019      | 5064               | 5132                 | TSSD                   |
|                                  |                         | 160        | 171105                   | កៀនសង្កែ                                | Kien Sangkae       | 2099      | 5278               | 5765                 | TSSD                   |
|                                  |                         | 161        | 171106                   | ខ្ពស់                                   | Khchas             | 2139      | 5018               | 5035                 | TSSD                   |
|                                  |                         | 162        | 171109                   | សំរោង                                   | Samraong           | 2133      | 4799               | 5308                 | TSSD                   |
|                                  |                         | 163        | 171102                   | ដំរែក                                   | Dam Daek           | 3315      | 8051               | 8095                 | TSSD                   |
|                                  | ស្រីស្នំ<br>Srei Snam   | 164        | 171206                   | ស្រែងស្មាន                              | Slaeng Spean       | 2532      | 6169               | 5907                 | TSSD                   |
|                                  |                         | 165        | 171203                   | ត្រាំសសរ                                | Tram Sasar         | 1265      | 3383               | 3576                 | TSSD                   |
|                                  |                         | 166        | 171204                   | មោង                                     | Moung              | 1063      | 2501               | 2587                 | TSSD                   |
|                                  |                         | 167        | 171202                   | ក្លាំងហោយ                               | Klang Hay          | 734       | 1582               | 1740                 | TSSD                   |
|                                  |                         | 168        | 171205                   | ជ្រើយ                                   | Prei               | 827       | 2019               | 2143                 | TSSD                   |
|                                  |                         | 169        | 171201                   | ច្រាំងនាងធួន                            | Chrouy Neang Nguon | 1537      | 3584               | 3864                 | TSSD                   |
|                                  | ស្វាយលើ<br>Svay Leu     | 170        | 171305                   | តាសៀម                                   | Ta Siem            | 1439      | 3393               | 3290                 | TSSD                   |
|                                  |                         | 171        | 171301                   | បឹងមាលា                                 | Boeng Mealea       | 1360      | 3055               | 3177                 | TSSD                   |
|                                  |                         | 172        | 171302                   | កន្ទួត                                  | Kantuot            | 2552      | 6619               | 5482                 | TSSD                   |
|                                  |                         | 173        | 171304                   | ស្វាយលើ                                 | Svay Leu           | 2428      | 6195               | 5354                 | TSSD                   |
|                                  |                         | 174        | 171303                   | ខ្នងភ្នំ                                | Khngang Phnum      | 973       | 2173               | 2334                 | TSSD                   |
|                                  | វ៉ារិន<br>Varin         | 175        | 171403                   | ស្រែល្វាយ                               | Srae Nouy          | 4593      | 10618              | 11130                | TSSD                   |
|                                  |                         | 176        | 171402                   | ល្វាក្រាំង                              | Lvea Krang         | 706       | 1819               | 1793                 | TSSD                   |
|                                  |                         | 177        | 171404                   | ស្វាយស                                  | Svay sa            | 1221      | 2629               | 2839                 | TSSD                   |
| 178                              |                         | 171401     | ប្រាសាទ                  | Prasat                                  | 1211               | 2350      | 2451               | TSSD                 |                        |
| 179                              |                         | 171405     | វ៉ារិន                   | Varin                                   | 2321               | 6503      | 6446               | TSSD                 |                        |
| បន្ទាយមានជ័យ<br>Banteay Meanchey | ភ្នំស្រុក<br>Phnum Srok | 180        | 10301                    | ណាំតៅ                                   | Nam Tau            | 2917      | 6165               | 6443                 | TSSD                   |
|                                  |                         | 181        | 10302                    | ពយចាម                                   | Paoy Char          | 2670      | 5641               | 5771                 | TSSD                   |
|                                  |                         | 182        | 10303                    | ពង្រី                                   | Ponley             | 3092      | 7157               | 7045                 | TSSD                   |
|                                  |                         | 183        | 10304                    | ស្រែស្រែង                               | Spean Sraeng       | 980       | 2074               | 2266                 | TSSD                   |
|                                  |                         | 184        | 10305                    | ស្រះជីក                                 | Srah Chik          | 1696      | 3837               | 3969                 | TSSD                   |
|                                  |                         | 185        | 10306                    | ភ្នំដី                                  | Phnum Dei          | 2091      | 4487               | 4846                 | TSSD                   |

| ខេត្ត<br>Province | ស្រុក<br>District                 | ល.រ<br>No. | លេខកូដឃុំ<br>Comune Code | ឃុំ សង្កាត់<br>Commune Kh / Commune Eng |                   | Household | Population<br>Male | Population<br>Female | កំណត់សំគាល់<br>Remarks |
|-------------------|-----------------------------------|------------|--------------------------|---|-------------------|-----------|--------------------|----------------------|------------------------|
|                   |                                   |            |                          |   |                   |           |                    |                      |                        |
|                   | ព្រះនេត្រព្រះ<br>Preah Netr Preah | 186        | 10401                    | ឈ្នួរមានជ័យ                             | Chhnuor Mean Chey | 1706      | 3683               | 3629                 | TSSD                   |
|                   |                                   | 187        | 10402                    | ជប់វ៉ាវី                                | Chob Veari        | 3319      | 7114               | 7194                 | TSSD                   |
|                   |                                   | 188        | 10403                    | ភ្នំលៀប                                 | Phnum Lieb        | 3749      | 9396               | 9423                 | TSSD                   |
|                   |                                   | 189        | 10404                    | ប្រាសាទ                                 | Prasat            | 1687      | 4184               | 4058                 | TSSD                   |
|                   |                                   | 190        | 10405                    | ព្រះនេត្រព្រះ                           | Preah Netr Preah  | 3491      | 8421               | 8558                 | TSSD                   |
|                   |                                   | 191        | 10406                    | រហាល                                    | Rohal             | 2201      | 5033               | 5186                 | TSSD                   |
|                   |                                   | 192        | 10407                    | ទានកាំ                                  | Tean Kam          | 1006      | 2257               | 2257                 | TSSD                   |
|                   |                                   | 193        | 10408                    | ទឹកឈូ                                   | Tuek Chour        | 3116      | 6620               | 7241                 | TSSD                   |
|                   |                                   | 194        | 10409                    | បុស្សូវ                                 | Bos Sbov          | 2939      | 7155               | 7172                 | TSSD                   |
|                   | អូរច្រវី<br>Ou Chrov              | 195        | 10501                    | ចង្កា                                   | Changha           | 1802      | 3247               | 3544                 | TSSD                   |
|                   |                                   | 196        | 10502                    | កូប                                     | Koub              | 2341      | 4805               | 4824                 | TSSD                   |
|                   |                                   | 197        | 10503                    | គុត្តសរត                                | Kuttasat          | 1565      | 3175               | 3199                 | TSSD                   |
|                   |                                   | 198        | 10509                    | អូរថីជាន់                               | Ou Bei Choan      | 3355      | 6639               | 6615                 | TSSD                   |
|                   |                                   | 199        | 10505                    | សំរោង                                   | Samraong          | 1924      | 4204               | 4283                 | TSSD                   |
|                   |                                   | 200        | 10506                    | សូភី                                    | Souphi            | 1331      | 2410               | 2356                 | TSSD                   |
|                   |                                   | 201        | 10507                    | សឹង្ហ                                   | Soengh            | 1996      | 3780               | 3437                 | TSSD                   |
|                   | សើរសោភ័ណ<br>Serei Saophoan        | 202        | 10608                    | ទឹកថ្លា                                 | Tuek Thla         | 3783      | 7272               | 7342                 | TSSD                   |
|                   |                                   | 203        | 10603                    | កោះពងសត្វ                               | Kaoh Pong Satv    | 5919      | 12263              | 12018                | TSSD                   |
|                   |                                   | 204        | 10604                    | ម្កាក់                                  | Mkak              | 2026      | 4044               | 4071                 | TSSD                   |
|                   |                                   | 205        | 10606                    | វៀត                                     | Phniet            | 1302      | 2460               | 2571                 | TSSD                   |
|                   | ថ្មពួក<br>Thma Puok               | 206        | 10701                    | បន្ទាយឆ្មារ                             | Banteay Chhmar    | 5028      | 9452               | 9249                 | TSSD                   |
| 207               |                                   | 10702      | គោករមៀត                  | Kouk Romiet                             | 5467              | 10927     | 10694              | TSSD                 |                        |
| 208               |                                   | 10703      | ភូមិថ្មី                 | Phum Thmei                              | 1828              | 4035      | 4148               | TSSD                 |                        |
| 209               |                                   | 10704      | ថ្មពួក                   | Thma Puok                               | 2262              | 4527      | 4514               | TSSD                 |                        |
| 210               |                                   | 10705      | គោកកក្កើន                | Kouk Kakthen                            | 2015              | 4370      | 4386               | TSSD                 |                        |
| 211               |                                   | 10706      | កំរូ                     | Kumru                                   | 2031              | 5042      | 5008               | TSSD                 |                        |
| បាត់ដំបង          | ថ្មគោល                            | 212        | 20201                    | តាពូង                                   | Ta Pung           | 3308      | 7831               | 7875                 | Rice SDP               |

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|-------------------|-----------------------------|------------|--------------------------|------------------------|------------------|-----------|--------------------|----------------------|------------------------|
|                   |                             |            |                          | Commune Kh             | Commune Eng      |           |                    |                      |                        |
| Battambang        | Thma Koul                   | 213        | 20202                    | តាម៉ែន                 | Ta Meun          | 3677      | 8045               | 8517                 | Rice SDP               |
|                   |                             | 214        | 20203                    | អូរតាគី                | Ou Ta Ki         | 4265      | 8773               | 9086                 | Rice SDP               |
|                   |                             | 215        | 20205                    | អន្លង់រុន              | Anlong Run       | 1114      | 2797               | 2816                 | Rice SDP               |
|                   |                             | 216        | 20206                    | ច្រូយស្តៅ              | Chrouy Sdau      | 2260      | 5482               | 5943                 | Rice SDP               |
|                   |                             | 217        | 20207                    | បឹងព្រីង               | Boeng Pring      | 2382      | 6509               | 6750                 | Rice SDP               |
|                   |                             | 218        | 20208                    | គោកឃ្មុំ               | Kouk Khmum       | 2972      | 6686               | 6898                 | Rice SDP               |
|                   |                             | 219        | 20209                    | បន្ទាយត្រែង            | Bansay Traeng    | 2532      | 5650               | 5915                 | Rice SDP               |
|                   |                             | 220        | 20210                    | រូងច្រែ                | Rung Chrey       | 2546      | 5706               | 5877                 | Rice SDP               |
|                   | បវល<br>Bavel                | 221        | 20401                    | បវល                    | Bavel            | 6322      | 16477              | 13475                | Rice SDP               |
|                   |                             | 222        | 20402                    | ខ្នាចរមាស              | Khnach Romeas    | 2834      | 6180               | 6589                 | Rice SDP               |
|                   |                             | 223        | 20403                    | ល្វា                   | Lvea             | 3495      | 6284               | 6489                 | Rice SDP               |
|                   |                             | 224        | 20404                    | ប្រៃខ្ពស់              | Prey Khpos       | 2832      | 5808               | 5985                 | Rice SDP               |
|                   |                             | 225        | 20405                    | អំពិលប្រាំដើម          | Ampil Pram Daeum | 3970      | 7035               | 7372                 | Rice SDP               |
|                   |                             | 226        | 20406                    | កុលតាហែន               | Kdol Ta Haen     | 3592      | 5332               | 5537                 | Rice SDP               |
|                   |                             | 227        | 20407                    | បឹងប្រាំ               | Boeng Pram       | 2303      | 4529               | 4667                 | Rice SDP               |
|                   |                             | 228        | 20408                    | ឃ្មុំមាស               | Khleang Meas     | 3942      | 6782               | 6361                 | Rice SDP               |
|                   | មោង<br>Moung                | 229        | 20601                    | មោង                    | Moung            | 3423      | 7732               | 8245                 | Rice SDP               |
|                   |                             | 230        | 20602                    | គរ                     | Kear             | 3728      | 8508               | 9354                 | Rice SDP               |
|                   |                             | 231        | 20603                    | ប្រៃស្វាយ              | Prey Svay        | 3192      | 7416               | 7555                 | Rice SDP               |
|                   |                             | 232        | 20604                    | បូស្សីក្រាំង           | Ruessei Krang    | 3494      | 7539               | 7517                 | Rice SDP               |
|                   |                             | 233        | 20605                    | ច្រែ                   | Chrey            | 2691      | 6687               | 6958                 | Rice SDP               |
|                   |                             | 234        | 20606                    | តាលាស់                 | Ta Loas          | 2285      | 4933               | 5139                 | Rice SDP               |
|                   |                             | 235        | 20607                    | កកោះ                   | Kakaoh           | 2995      | 7065               | 7003                 | Rice SDP               |
|                   |                             | 236        | 20608                    | ប្រៃតូច                | Prey Touch       | 2458      | 5515               | 5600                 | Rice SDP               |
|                   | រុក្ខកិរី<br>Rukhak<br>Kiri | 237        | 21401                    | ប្រៃកើក                | Preak Chik       | 2164      | 5405               | 5736                 | Rice SDP               |
|                   |                             | 238        | 21402                    | ប្រៃត្រឡាច             | Prey Tralach     | 1744      | 3879               | 3857                 | Rice SDP               |
|                   |                             | 239        | 21403                    | បាសាក់                 | Basak            | 1743      | 5457               | 5392                 | Rice SDP               |

| ខេត្ត<br>Province   | ស្រុក<br>District              | ល.រ<br>No.                | លេខកូដឃុំ<br>Comune Code | ឃុំ សង្កាត់<br>Commune Kh / Commune Eng |                    | Household       | Population<br>Male | Population<br>Female | កំណត់សំគាល់<br>Remarks |
|---------------------|--------------------------------|---------------------------|--------------------------|---|--------------------|-----------------|--------------------|----------------------|------------------------|
|                     |                                |                           |                          |   |                    |                 |                    |                      |                        |
| ប្រទេស<br>Prey Veng |                                | 240                       | 21404                    | មុខរាប                                  | Mukh Rea           | 2090            | 4726               | 4708                 | Rice SDP               |
|                     |                                | 241                       | 21405                    | ស្តុកប្រើក                              | Sdok Pravoek       | 2909            | 6665               | 6526                 | Rice SDP               |
|                     | កំពង់ត្របែក<br>Kampong Trabaek | 242                       | 140301                   | អន្លូង                                  | Ansaong            | 1725            | 4124               | 4317                 | Rice SDP               |
|                     |                                | 243                       | 140303                   | ជាងដែក                                  | Cheang Daek        | 2597            | 5228               | 5604                 | Rice SDP               |
|                     |                                | 244                       | 140305                   | កន្សោមអក                                | Kansaom Ak         | 2599            | 5851               | 6371                 | Rice SDP               |
|                     |                                | 245                       | 140307                   | កំពង់ត្របែក                             | Kampong Trabaek    | 2187            | 4540               | 4754                 | Rice SDP               |
|                     |                                | 246                       | 140308                   | ពាមមន្ទារ                               | Peam Montear       | 2538            | 5843               | 6021                 | Rice SDP               |
|                     |                                | 247                       | 140313                   | ថ្មី                                    | Thkov              | 1690            | 3328               | 3645                 | Rice SDP               |
|                     |                                | ព្រះស្តាច់<br>Preah Sdach | 248                      | 140902                                  | បន្ទាយចក្រី        | Banteay Chakrei | 3654               | 7714                 | 8211                   |
|                     | 249                            |                           | 140903                   | បឹងដោល                                  | Boeng Daol         | 2953            | 7082               | 7742                 | Rice SDP               |
|                     | 250                            |                           | 140906                   | ក្រាំងស្វាយ                             | Krang Svay         | 2164            | 4564               | 4886                 | Rice SDP               |
|                     | 251                            |                           | 140907                   | ល្វា                                    | Lvea               | 1800            | 4295               | 4597                 | Rice SDP               |
|                     | 252                            |                           | 140908                   | ព្រះស្តាច់                              | Preah Sdach        | 2965            | 6546               | 6763                 | Rice SDP               |
|                     | 253                            |                           | 140910                   | រំចក                                    | Rumchek            | 3552            | 8261               | 9241                 | Rice SDP               |
|                     | 254                            |                           | 140911                   | សេនាធានធីត្តម                           | Sena Reach Otdam   | 2994            | 6217               | 6944                 | Rice SDP               |
|                     | ស៊ីត្រកណ្តាល<br>Sithor Kandal  | 255                       | 141202                   | ច្រំដំបូ                                | Chrey Khmum        | 1434            | 3521               | 3393                 | Rice SDP               |
|                     |                                | 256                       | 141205                   | ព្រំទីប                                 | Pnov Ti Pir        | 896             | 2104               | 2245                 | Rice SDP               |
|                     |                                | 257                       | 141206                   | ពោធិទី                                  | Pou Ti             | 1316            | 2857               | 3155                 | Rice SDP               |
|                     |                                | 258                       | 141208                   | ព្រៃដើមថ្មី                             | Prey Daeum Thnoeng | 1036            | 2139               | 2708                 | Rice SDP               |
|                     |                                | 259                       | 141209                   | ព្រៃទ្រូង                               | Prey Tueng         | 2020            | 4749               | 4737                 | Rice SDP               |
|                     |                                | 260                       | 141210                   | រំលេច                                   | Rumlech            | 1855            | 4836               | 4713                 | Rice SDP               |
|                     |                                | 261                       | 141211                   | បូស្នីសាញ់                              | Ruessei Sanh       | 2227            | 4733               | 5023                 | Rice SDP               |
|                     | ស្វាយអន្ទរ<br>Svay Antor       | 262                       | 141301                   | អង្គរត្រេត                              | Angkor Tret        | 2306            | 4950               | 5330                 | Rice SDP               |
|                     |                                | 263                       | 141302                   | ដាខ្លាង                                 | Chea Khlang        | 2655            | 4358               | 4429                 | Rice SDP               |
|                     |                                | 264                       | 141303                   | ច្រំ                                    | Chrey              | 3339            | 6635               | 6752                 | Rice SDP               |
|                     |                                | 265                       | 141304                   | ដំរីពួន                                 | Damrei Puon        | 2513            | 5353               | 5811                 | Rice SDP               |
| 266                 |                                | 141305                    | មេបុណ្យ                  | Me Bon                                  | 1799               | 3813            | 4003               | Rice SDP             |                        |

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|--------------------------|-------------------|------------|--------------------------|-------------|-------------|---------------|--------------------|----------------------|------------------------|
|                          |                   |            |                          | Commune Kh  | Commune Eng |               |                    |                      |                        |
|                          |                   | 267        | 141306                   | ពានរោង      | Pean Rong   | 4101          | 8226               | 8824                 | Rice SDP               |
|                          |                   | 268        | 141308                   | ព្រៃខ្លា    | Prey Khla   | 2559          | 4878               | 5212                 | Rice SDP               |
|                          |                   | 269        | 141309                   | សំរោង       | Samraong    | 2294          | 4879               | 5120                 | Rice SDP               |
|                          |                   | 270        | 141310                   | ស្វាយអង្គុរ | Svay Antor  | 2518          | 5593               | 6508                 | Rice SDP               |
|                          |                   | 271        | 141311                   | ទឹកថ្លា     | Tuek Thla   | 2631          | 5417               | 5544                 | Rice SDP               |
| <b>OVERALL<br/>TOTAL</b> |                   |            |                          |             |             | <b>649183</b> | <b>1455993</b>     | <b>1500304</b>       |                        |
| <b>TOTAL TSSD</b>        |                   |            |                          |             |             | <b>450113</b> |                    |                      |                        |

Source: NCDDS, March 2017.

**SUBPROJECT SELECTION CRITERIA  
AND RECOMMENDATIONS FOR IMPROVED DESIGN STANDARDS FOR RURAL ROADS  
AND IRRIGATION INCORPORATING CLIMATE CHANGE RESILIENCE AND DISASTER  
RISK REDUCTION MEASURES**

1. All subprojects will be designed to mitigate the impact of climate change and promote local economic development. The first six criteria (a to i) must be met by all subprojects, criterion (j) specifically by irrigation subprojects, and criterion (k) specifically by roads subprojects. The remaining 10 criteria relate to prioritization (how to choose between two subprojects that meet criteria a to i). To the extent possible, the design of the subprojects will incorporate measures to enhance climate change resilience and reduce disaster risks as recommended in this Appendix under the section II on Recommendations for Improved Design Standards for Rural Roads and Irrigation Incorporating Climate Change Resilience and Disaster Risk Reduction Measures

**I. SUBPROJECT CRITERIA**

**A. Primary Criteria**

- a. No overlap.** There is no overlap of activities between subprojects financed by ADB, IFAD or other development partners.
- b. Initial studies and feasibility studies.** For each subproject, with the assistance by the infrastructure design and supervision consultants, NCDDES will submit a study to determine the economic viability, climate resilience and disaster risk reduction measures, and any resettlement, indigenous peoples, and environmental impacts to ADB and obtains ADB's concurrence prior to inviting bids for award of contracts (details in points c to j below). If there is any risk of not meeting any of the requirements, a full feasibility study of the relevant subproject shall be prepared and submitted to ADB before a decision is made.
- c. Community Support:** (as evidenced by the fact that the subproject is)
  - (i) in conformity with government policy/strategy;
  - (ii) identified in the commune development plan; and
  - (iii) the commune councils will have a plan to contribute to operation and maintenance (O&M); commune councils must prepare, discuss and agree a plan with the design and supervision consultants and NCDDES in writing during site visit and prior to final selection.<sup>27</sup>

2. Under the additional financing (AF) project, communes will demonstrate "greater ownership" by contributing 5% of the project cost.

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<sup>27</sup> Beneficiary contributions in labor or cash at commune level normally only provide for routine maintenance. A budget line exists within TSSD-AF finance to assist establishment and training of O&M committees where these do not already exist and to provide basic equipment. The training will be the responsibility of the design and supervision consultants.

- d. Scale:** Maximum size for any single subproject \$200,000 equivalent including VAT and contingencies.
- (i) for slightly larger projects (\$200,000 to \$240,000), the AF project will match any additional funding from commune sources;
  - (ii) the AF project will consider projects that require cooperation of more than one commune. In this case the subproject size can go up to the amount of combined sections of the different communes; and
  - (iii) communes may submit more than one subproject for funding up to a maximum of \$250,000 per commune.

3. The AF will not finance individual subprojects that are too complex or too large and cannot be finished within 2 years.

- e. Economics:** There are many economic parameters but the most widely adopted is the economic internal rate of return (EIRR). An EIRR value of 12% indicates an acceptable project. EIRR of at least 12% based on an economic analysis conducted as per ADB's Guidelines on the Economic Analysis of Projects must be indicated by a preliminary study or confirmed by a feasibility study.
- f. Resettlement:** No projects should be undertaken that involve land acquisition that affect more than 5%-10% of livelihood of any affected person and no Category A subprojects. More specifically:
- (i) A subproject with involuntary resettlement impact, i.e., which involves involuntary acquisition of land, structures, crops, and trees, will be screened out.
  - (ii) Any subproject which involves landless household issues will be screened out/excluded from the AF
  - (iii) In principle, upgrading/rehabilitating of existing infrastructure (roads, markets, water facilities) will be done within existing ROW and not require acquisition of private land, but it may request the donation of crops, trees and structures. Construction of new physical facilities or infrastructure (e.g., market, rice banks etc.) will be on unused public land, in principle, and it may request the voluntary donation of crops, trees and structures from those illegally occupying the public land.
  - (iv) Individual or communities may make voluntary donations of land, structures, crops, and trees in exchange for benefits from infrastructure under the conditions below.
    - a. Location and types of infrastructure is selected in full consultation with those opted for donation, in particular with women and the ethnic minority population. Minutes of meetings will be recorded by commune facilitators, and voluntary donation will be confirmed through a written record.
    - b. Those who opted for donation will directly benefit from: (a) the infrastructure; and (b) at least one of the training programs under the project;
    - c. Those who opted for donation will not fall under the category of: (i) the poorest (household monthly income is below the poverty line); (ii) an elderly household head (above 60 years old) or elderly without any supporting structure; and (iii) a female headed household without any support.
    - d. Those who opted for donation will not be coerced and this will be verified by an independent monitoring organization such as a designated NGO or consultant.

(v) Proposals for civil works will include confirmation that no involuntary land acquisition and/or resettlement will be required under the subproject.

- g. Indigenous peoples/ethnic minorities.** No Category A subprojects (see more details in the indigenous peoples planning framework). The executing agencies will ensure that all ethnic minority groups in and around proposed subproject locations are (i) consulted on their willingness to participate and the suitability of the sites and subproject activities, and (ii) given an equal opportunity to participate in subproject activities including training. If indigenous peoples are the sole or the overwhelming majority of direct project beneficiaries, and when only positive impacts are identified, the elements of an indigenous peoples plan could be included in the overall subproject design rather than in a separate indigenous peoples plan. If adverse impacts are expected, an indigenous peoples plan will be prepared
- h. Environment:** No Category A subprojects (see more details on environmental screening criteria to exclude subprojects that would be classified as category A in the EARF).
- i. Gender:** All subprojects must have at least 40% female beneficiaries.
- j. Water:** For irrigation, sufficient water for dry season must be guaranteed in 4 years out of every 5 years.

4. The availability of water, especially in the dry season, is a key issue. Groundwater sources are excluded. Water quality should also be assessed. Water availability and requirements for all purposes, both now and in the future, should be considered and competing demands prioritized. Drainage and flood management issues should also be considered. Generally, the more water available, the higher the scheme priority, but this would be reduced to account for drainage/flood control measures. As a general note, care must be taken during design to ensure all elements of irrigation projects necessary to successful operation are identified. It is likely that irrigation subprojects will be for rehabilitation of no more than 3 kilometer (km) of canals and will have command areas of at least 50 hectare (ha) and not more than 200 ha per subproject.

- k. Roads:** Road subprojects must ensure connectivity. The budget must be sufficient to connect to a community center or to another road.

5. As disaster risk reduction measures raise the cost of road rehabilitation, it is likely that most road subprojects will rehabilitate a maximum of 1.5 km for the disaster risk reduction section. Provision of individual road structures, such as culverts or small bridges to improve cross drainage, can be considered where they reduce disaster risk.

## **B. Criteria Relating to Prioritization**

6. Priority will be given to subprojects meeting at least two of the following ten criteria:

### **1. Poverty**

7. It is assumed that most households in the project area, if not in poverty, are at risk of slipping back into poverty. Nevertheless, priority will be given to road subprojects that benefit households in the poorest 25% of villages in each commune. The highest priority will be given to

subprojects that benefit the poorest 25% of villages in any commune (provided cost per household criteria are met, the poorest villages are often small and remote with no access to water sources). National poverty statistics only relate to commune level. Commune and district authorities maintain village level data (ID1 and ID2 households) and this is normally consistent within a district but may not be consistent across districts. Subprojects will be considered in villages where a livelihood improvement group (LIG) will be formed or many LIG members will receive benefit.

## 2. Reducing Disaster Risk

8. Priority will be given to subprojects that mitigate disaster risks. In particular, priority will be given to road subprojects where roads are overtopped regularly by floods and that will provide access and egress to villages subject to frequent flooding provided they still meet criteria b.

## 3. Land/Soils. soils (suitability for rice/non-rice) and topography

9. Land with suitable soils for the crops/activities planned, generally level or requiring minimal leveling, clear of vegetation, would score highly. Many soils more suited to dry crops (sandy soils) are planted to subsistence rice at present; extension effort and market development will be needed to change this. Priority would be lowered if extensive areas of non-rice soils were planned for rice.

## 4. Production and Market Access

10. Priority will be given to subprojects that will encourage increased crop production and will improve market access.

## 5. Rehabilitation

11. **Rehabilitation is generally preferred if a scheme is viable in principle because there have been substantial sunk costs.** Rehabilitation of a viable scheme would generally have higher priority than a totally new scheme. The aim should be to make full use as available assets. However, many 'rehabilitation' schemes were poorly designed and not complete schemes in the first place, hence rehabilitation may involve complete rebuilding which would probably be more costly than building a new scheme.

## 6. Resettlement

12. Priority will be given to subprojects that do not require any land acquisition.

## 7. Multipurpose

13. Multipurpose schemes are likely to be more productive. Schemes that have more than one purpose would have higher priority than single purpose ones and are likely to be more viable, consider water supply, community ponds where soil can be used to rehabilitate roads/dams/canals, flood control/mitigation, hydropower; but uses of water sources compete with each other so strong and enforced 'rules of operation' required. Combined projects (e.g., connecting irrigation across more than one commune) will be encouraged during the AF project and project staff will work with commune authorities to identify such opportunities.

## **8. Community Participation and Support**

14. Priority will be given to subprojects where there is a community support structure that obviates the need for government support, either short or long term. The more community participation and support identified for O&M, the higher the priority. A small scheme that could be operated and maintained by beneficiaries would be favored over a scheme with a pumping station.

## **9. Infrastructure Status**

15. The status or need for improved market access, markets, and social interaction: existing infrastructure may be adequate to handle paddy/rice but not large volumes of other crops. The project may improve rural roads and market facilities if they have direct benefits to many LIG members.

## **10. Environmental Impact**

16. Environmental issues are usually considered under the headings: physical, biological, socioeconomic (including occupational health and safety), community health and safety, vulnerable groups and gender issues, and impacts on livelihoods through environmental media, and physical cultural resources in the project's area of influence. The higher the positive or the lower the negative impacts, the higher the subproject priority. The impact of subprojects on the Great Lake, on natural forest areas, the need for resettlement, and issues related to competition for water are likely to be the major concerns.

## II. RECOMMENDATIONS FOR IMPROVED DESIGN STANDARDS FOR RURAL ROADS AND IRRIGATION INCORPORATING CLIMATE CHANGE RESILIENCE AND DISASTER RISK REDUCTION MEASURES

### A. Background

17. In 2013, Cambodia was ranked eighth among the top 15 countries with the highest risk of impact from climate change due to its weak adaptive capacity, poor infrastructure, and limited institutions.

18. The overall prognosis regarding climatic risk in Cambodia indicates that the country will experience increases in average temperature, a longer and warmer dry season, more rainfall during the wet season, as well as an increase in the intensity of rainfall and the occurrence of extreme weather events.

19. Many communities living around the Tonle Sap and along the Mekong River and its tributaries, are particularly vulnerable to the river floods and flash floods due to heavy rain. Droughts are likely to become more common. These events may have major impacts on rural infrastructure.

### B. Proposed under the Project

20. Under the Tonle Sap Poverty Reduction and Smallholder Development Project (Additional Financing) Output 1: Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced:

- (i) **Rural Roads:** will rehabilitate 175 kms of disaster risk reduction road in commune areas
- (ii) **Small Scale Irrigation:** will rehabilitate 6,000 ha of irrigation capable of year round water provision and support tertiary irrigation construction where indicated as viable after a feasibility study.

21. The Project must ensure that feasible infrastructure subprojects, that incorporate measures to enhance climate change resilience and for disaster risk reduction (DRR), are designed and constructed to a high standard. The designs are expected to incorporate the latest recommendations from the Climate Risk and Vulnerability Assessment on climate change resilience and to include modifications to reduce disaster risk in the concerned communes.

### C. Climate Change Adaption Options

22. The Project will seek improve the design and construction of rural infrastructure to make it more resilient to extreme weather events which may occur in the future due to climate change. This will be achieved through incorporating measures that:

- (i) Protect the rural infrastructure from the impacts of climate change and reduce disaster risk; and
- (ii) Ensure that the rural infrastructure provided does not increase the vulnerability of the surrounding area to climate change.

23. The types of risks to infrastructure due to an increase in intense rainfall events and the resulting floods include:

- (i) Floods overtopping road crests, embankments damaged, roads washed away
- (ii) Reservoir walls / canal banks overtopped and damaged;
- (iii) Drainage systems overwhelmed and damaged;
- (iv) Increased extent of erosion and waterlogging;
- (v) Damage to individual road and irrigation structures such as culverts, bridges, intake works.

24. Floods may alter the course of a river and droughts reduce the flow, which may reduce reliability of irrigation water supply. Higher temperatures and drought increase the demand for irrigation. Measures to mitigate these risks may include:

**For roads**

- (i) Increase road level at least 0.5 m above the maximum flood level;
- (ii) Pave the surface of roads;
- (iii) Improve drainage through provision of additional/larger drains culverts, bridges, concrete fords/spillways.

**For irrigation**

- (i) Ensure canal capacity is adequate and the top of canal banks are at least 0.5m above maximum flood levels;
- (ii) Ensure that farmers can drain their fields without resorting to damaging structures.

**For embankments**

- (i) Use suitable good quality materials and improve compaction of materials during construction;
- (ii) Reduce the slope of embankments where possible
- (iii) Protect slopes with rip-rap, gabions, or vegetation.

25. Inadequate operation and maintenance, when combined with climate change, will intensify the engineering vulnerability of roads and irrigation systems significantly reducing their impact and sustainability. For all infrastructure, it is essential that adequate operation and maintenance procedures are established and properly funded.

**D. Options for Roads**

**1. Raising Road Level**

26. Where possible the road surface level will be raised above expected flood levels to reduce the risk of road damage and to prevent the road becoming inaccessible during floods. According to the NCCDS Commune/Sangkat Fund Project Implementation Manual the road design level should be 0.5 m higher than highest expected flood level. In areas where extreme floods occur once in 10 or more years, this may not be economically feasible. In this case, the aim should be to ensure that the road is passable throughout the year in at least 4 years out of 5 and the road is designed and constructed to standards that ensure only minor damage occurs during extreme floods.

27. When raising the road elevation, it is essential that suitable good quality materials are used and that compaction is excellent. The material should be free of organic matter and of such

quality that it will form a firm stable course. Grading requirements should conform to AASHTO<sup>28</sup>, or similar, for embankment, sub-base and base. Compactions of layers of embankment, sub-base or base should be in accordance with AASHTO guidelines, or similar.

28. Additional cross drainage may be needed to prevent the embankment acting as a dam and impeding water flow which could worsen flooding upstream.

29. The relatively steep angle of embankment slopes on existing roads is a concern. Where the road level has been raised surface runoff may cause erosion. Where possible, side slope should be changed from 1:2 to 1:3 or flatter. This will also increase traffic safety of the road. However, it requires more land and, if the existing right of way is not sufficient, it may be difficult to acquire additional land. Slopes should be protected with rip-rap, gabion mattresses or vegetation, especially where slopes cannot be reduced and in areas where erosion is evident.

30. To improve road safety, guardrails and traffic signs including guide posts should be provided.

## 2. Paving Road Surface

31. Most rural roads in Cambodia are unpaved laterite roads which are vulnerable to extreme weather conditions, but until recently they were seen by donors and road engineers as the optimum solution. This view has been questioned in recent years due to the high and intense rainfall patterns which leads to high repair, maintenance and rehabilitation requirements. Climate change will exacerbate the problems.

32. Over the last 20 years increasing attention has been paid to establishing viable upgrade alternatives such as bitumen surfacing, block paving and concrete pavement<sup>29</sup>. Under the Project, consideration will be given to alternative road surfaces and strengthening the road base, particularly for road sections through flood areas, taking into account the expected lifespan of the road and the whole life cost.

### Whole Life Asset Costing

This is a process of assessing all costs associated with an investment over its intended (initial) or design lifetime. The aim is to minimize the sum of these values to obtain the minimum overall expenditure on the asset, yet achieving an acceptable level of service of the asset. The principal cost components are the initial investment or construction cost and the future costs of maintaining (or rehabilitating) the asset over the assessment period selected (for example, 12 years from construction). Any rehabilitation costs will need to be included (for example, if maintenance is deficient and the road will need to be reconstructed during or at the end of the assessment period). Usually an assessment of the residual value of the asset at the end of the assessment period is included to incorporate the possible different consequences of construction and maintenance strategies for the pavement and surface options investigated.

<sup>28</sup> The American Association of State Highway and Transportation Officials (AASHTO) is a standards setting body which publishes specifications, test protocols and guidelines which are used in highway design and construction throughout the United States.

<sup>29</sup> The DfID funded Southeast Asian Community Access Programme (SEACAP) examined many of the alternatives and developed recommendations that were published in a series of reports.

### 3. Drainage

33. A good road drainage system, which is properly maintained, is vital to climate resilience for all type of roads. Ditches and cross drainage structures are important to avoid local flooding and stagnation during wet season.
34. The condition and dimensions of existing drains and cross drainage structures, such as culverts, bridges and spillways, should be investigated and rehabilitated, modified or replaced where necessary.
35. Ditches or drains are normally constructed when the road passes through cut areas. The elevation of the bottom of the ditch should be at least 0.2m - 0.3 m below the subgrade elevation in order to drain the pavement structure of the road and collect water from surrounding areas. The size and shape of the ditch will vary depending on the amount of water anticipated. Where longitudinal slopes of ditches are greater than 5%, scour checks should be provided to reduce erosion. These are normally constructed of concrete or stone masonry. Care should be taken to ensured that water from ditches can be safely discharged.
36. Damaged box and pipe culverts must be replaced if they do not function properly. Where roads are widened or embankments are raised, pipe culverts and box culverts need to be extended to the design road widths for road safety. Additional pipe culverts and box culverts may be needed to allow for future climate change.
37. In particular, new drainage structures should be provided where flooding occurs and where local people report that the flood waters was significantly higher on one side of the road than the other.
38. It is also essential to investigate the areas downstream of the road to ensure that flow is disposed of safely to avoid erosion and downstream flooding.
39. **Pipe culverts** are normally 0.5 m - 1.5 m in diameter. Culverts with diameters of less than 0.8 m are not recommended as they tend to block easily and are difficult to clean. Pipe culverts can be constructed as a single culvert or multiple culverts and they can be cast in place or precast as required.
40. **Box culverts** can be single cells or multiple cells. The size of the culverts depend on the anticipated water flow and the height of embankment. Box culverts are normally made of reinforced concrete and cast in place.
41. It is important to consider erosion problems around culverts where rapid flow is expected. The outlet of culverts are especially vulnerable and embankment protection may be needed.
42. **Concrete spillways** (also called drifts, fords, Irish bridges) are an alternative solution for roads where relatively low levels of traffic are anticipated and a limited amount of water passing over the road for short periods is acceptable. The spillway should be designed for a maximum water flow depth of 0.25 m so the road is passable during floods. In some cases, vented spillways may be justified, where culverts permit smaller flows to pass through the structure but major floods go over the road surface. There should be proper warning signs before the spillway and guide posts on both sides of the spillways to warn the traffic of danger. The spillway must have a paved surface, preferably of concrete pavement and protected embankment slopes.

43. **Bridges** may be needed where there is a major stream. Bridges are generally expensive to extend or replace. In some cases, additional culverts or spillways can be provided to reduce the flow of water at the bridge site.

#### 4. Erosion Control

44. An increase in the intensity of rainfall and floods will lead to increased erosion. Some methods that may be used to protect road and drainage systems from erosion include:

- (i) **Concrete retaining walls.** This is an expensive option and will mainly be used where there is a major stream or river flowing beside the road and space for protection measures is limited;
- (ii) **Gabions** (1 m<sup>3</sup> or 2 m<sup>3</sup> rectangular woven wire mesh baskets filled with rock to form flexible, permeable, monolithic structures). Walls formed from gabion boxes may be used to protect slopes, or as retaining structure. Gabions mattresses, normally 0.3 m thick, may be used as erosion protection on embankment slopes.
- (iii) **Rip-rap.** This is commonly used to protect embankments and consists of layers of stone about 0.25 m - 0.4 m thick. It resists erosion through a combination of stone size and weight, stone durability, and the gradation and thickness of the riprap blanket. Stones should be durable field or quarry stones. They should be hard, blocky and angular with sharp clean edges and relatively flat faces. The interlocking of angular rocks provides resistance to movement for the individual blocks in the revetment. Rip-rap may also be grouted to make it more durable, but this raises the cost considerably.
- (iv) **Grass planting** is a low cost option to protect road ditches and embankments from erosion, but regular replanting may be necessary if it dies in the dry season or is eaten by domestic animals. The grass should be perennial, dense, well-rooted and suitable for the local soils. It should only be planted where soil is moist year round.
- (v) **Bushes and hedges** grown along embankments help to reduce slope erosion due to wave action during floods.

#### E. Options for Irrigation

45. The performance of most irrigation systems in Cambodia, particularly for rice, is poor with low water use efficiencies. The Government of Cambodia has invested heavily in water sources and main canals, but there is a need to improve distribution networks and on-farm water management.

46. More intense storms and bigger floods resulting from climate change will lead to irrigation systems suffering more damage unless the design of the systems is improved. Under TSSD-AF the resilience of irrigation infrastructure will be enhanced through higher design standards and close supervision of construction.

47. Design criteria will be based on site characteristics and take into consideration increased frequency and intensity of precipitation, increased severity and occurrence of flooding events and prolonged periods of drought. Specific engineering measures include:

- (i) larger primary and secondary canal cross sections to substantially exceed full supply level and the top of canal banks to be at least 0.5m above maximum flood levels;

- (ii) consider concrete lining of canals to reduce seepage losses, prevent/reduce scour during peak flows (for example, related to floods) and reduce the area of land they occupy;
- (iii) design reservoir walls for larger floods (e.g. design for a 1:50 year flood rather than the 1:20 year flood used at present);
- (iv) provide larger spillways to cope with more rapid flows of flood water;
- (v) specify non-dispersing soils for embankment construction;
- (vi) where scope exists, increase emphasis on drainage systems and adequate provision for interceptor drains and culverts for cross drainage;
- (vii) improve the efficiency of irrigation systems operation by, for example, providing adequate numbers of gates and check structures to assist the efficient distribution of water;
- (viii) carry out land leveling on paddy fields to improve the efficiency of irrigation water use.

48. The wet season is likely to become shorter, making farmers more reliant on irrigation. There are two ways to make more water available:

- (i) Increasing the amount of water available from the source by, for example, diverting more water from a river or building more reservoirs; or
- (ii) Using water more efficiently.

49. Climate-change adaptation investments could include new reservoirs or repairs to existing reservoirs. Reservoirs would increase the climate resilience of irrigation systems but have disadvantages: (i) they are expensive to build; (ii) the project area is relatively flat which means that the size of a reservoir is large relative to the area that it can irrigate (a 1 ha reservoir may only supply sufficient water for 1 ha of dry season rice); (iii) often there are already farmers growing rice in the proposed reservoir area.

## **5. Soil Bioengineering Techniques**

50. Soil bioengineering is the use of living plant materials to serve an engineering function. Vegetation can be integrated within an engineering scheme to assist in such aspects as slope stabilization and water erosion control, producing a result that is not only more visually attractive but can also provide positive environmental benefits. It can be applied wherever the plants, which are used as living building materials, are able to grow well and develop.

51. The planting of grass, bushes and trees can be an economic way to upgrade and strengthen a range of critically important rural infrastructure, particularly for slope and embankment stabilization, by protecting the soil surface from erosion by wind, rain and flowing water. Species of trees and bushes have been identified which will be resistant to future climate change in Cambodia.

52. Advantages of bioengineering techniques include:

- (i) lower costs as compared to “hard” constructions;
- (ii) lower maintenance and rehabilitation costs over the long term;
- (iii) planting is labor intensive and provides an income source for local people;
- (iv) some species can be useful for income generation.

53. Villagers often collect local planting material for planting on embankments or slopes but some material, particularly trees, may need to be bought from nurseries. Establishing of nurseries is beyond the scope of the TSSD-AF but the Forestry Administration has nurseries in many provinces and others have been set up privately or under projects.

## PROJECT PERFORMANCE AND MONITORING SYSTEM

| Components  | MAFF | NCDDS | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Assigned Weight (a) | Actual Progress (b) | Weighted Progress c (a x b) | Notes  |
|---|------|-------|------|------|------|------|------|------|---------------------|---------------------|-----------------------------|--|
| <b>Outcome Monitoring</b>   |      |       |      |      |      |      |      |      |                     |                     |                             |  |
| Average rice yields increased to more than 3.50 t/ha  | MAFF | NCDDS | 10%  | 30%  | 50%  | 70%  | 90%  | 100% |                     |                     |                             | These outcomes will be monitored across the project using baseline data and follow-up spot surveys using ICT |
| Average rice yields of ID Poor households in target communes increased to more than 3.0 t/ha for wet season rice production | MAFF | NCDDS | 10%  | 30%  | 50%  | 70%  | 90%  | 100% |                     |                     |                             |  |
| Diversified farming systems reduce share of household income from rice by 20%   | MAFF | NCDDS | 10%  | 30%  | 50%  | 70%  | 90%  | 100% |                     |                     |                             |  |
| Marketed farm and off-farm products increased by 25%  | MAFF | NCDDS | 10%  | 30%  | 50%  | 70%  | 90%  | 100% |                     |                     |                             |  |
| DRR planning introduced in all vulnerable communes  | MAFF | NCDDS | 10%  | 30%  | 50%  | 70%  | 90%  | 100% |                     |                     |                             |  |
| <b>Output Monitoring</b>  |      |       |      |      |      |      |      |      |                     |                     |                             |  |
| <b>1. Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced</b>        |      |       |      |      |      |      |      |      | 0.05                |                     |                             |  |
| <b>(a) Variable commune infrastructure grants established in selected communes and fully operational</b>                    |      |       |      |      |      |      |      |      |                     |                     |                             |  |
| Identify priority infrastructure or facilities and include in the commune investment plan                                   |      | NCDDS |      |      |      |      |      |      | 0.01                |                     |                             |  |
| Set up commune block grant and recruit commune mobile access workers for 75 additional communes                             |      | NCDDS |      |      |      |      |      |      | 0.02                |                     |                             |  |
| Revise and update the Project Implementation Manual and provide   |      | NCDDS |      |      |      |      |      |      | 0.02                |                     |                             |  |

| Components   | MAFF | NCDDS        | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Assigned Weight (a) | Actual Progress (b) | Weighted Progress c (a x b) | Notes |
|--|------|--------------|------|------|------|------|------|------|---------------------|---------------------|-----------------------------|-------|
| commune Project Implementation Manual training to 75 communes and refresher training to 196 communes   |      |              |      |      |      |      |      |      |                     |                     |                             |       |
| <b>(b) At least 867 km of rural roads improved, including an additional 450 km of roads that contribute to disaster risk reduction, and an additional 6,000 ha of irrigated land to support two crops per year</b> |      |              |      |      |      |      |      |      | <b>0.25</b>         |                     |                             |       |
| Recruit an infrastructure design and construction supervision consultant team  |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.03                |                     |                             |       |
| Visit site and ensure infrastructure complies with selection criteria  |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.01                |                     |                             |       |
| Complete feasibility studies and engineering designs for all additional subprojects  |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.03                |                     |                             |       |
| All designs approved by appropriate provincial authorities   |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Issue calls for bids for additional project  |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Review bids and award contracts  |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Monitor and supervise contractor's performance and progress payments in selected locations   |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.03                |                     |                             |       |
| Assess the quality of completed civil work   |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Final payment to successfully completed projects   |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.01                |                     |                             |       |
| All completed subprojects registered with either CISIS or MRD roads asset management system  |      | <b>NCDDS</b> |      |      |      |      |      |      | 0.03                |                     |                             |       |

| Components   | MAFF | NCDDS | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Assigned Weight (a) | Actual Progress (b) | Weighted Progress c (a x b) | Notes |
|--|------|-------|------|------|------|------|------|------|---------------------|---------------------|-----------------------------|-------|
| Ensure O&M undertaken up to project end.   |      | NCDDS |      |      |      |      |      |      | 0.03                |                     |                             |       |
| <b>(c) Support to LIGs</b>   |      |       |      |      |      |      |      |      | <b>0.20</b>         |                     |                             |       |
| Recruit special service provider for LIG support (SSP 7)   |      | NCDDS |      |      |      |      |      |      | 0.04                |                     |                             |       |
| Work with District Offices of Agriculture to identify LIG groups and develop necessary extension packages for them     |      | NCDDS |      |      |      |      |      |      | 0.04                |                     |                             |       |
| Establish at least 759 new LIGs  |      | NCDDS |      |      |      |      |      |      | 0.03                |                     |                             |       |
| Establish LIG association  |      | NCDDS |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Monitor and provide support to LIGs  |      | NCDDS |      |      |      |      |      |      | 0.03                |                     |                             |       |
| Develop savings capacity amongst all LIGs  |      | NCDDS |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Start service team in every commune  |      |       |      |      |      |      |      |      | 0.02                |                     |                             |       |
| <b>(d) DRR and DRM Training with Commune Councils</b>  |      |       |      |      |      |      |      |      | <b>0.10</b>         |                     |                             |       |
| Provide training on DRR to at least 100 commune councils   |      | NCDDS |      |      |      |      |      |      | 0.05                |                     |                             |       |
| Provide training on DRR to LIGs  |      | NCDDS |      |      |      |      |      |      | 0.05                |                     |                             |       |
| <b>2. Enabling environment for increased agricultural productivity, diversification and climate resilience created</b> |      |       |      |      |      |      |      |      | <b>0.10</b>         |                     |                             |       |
| <b>(a) Increased Access to Agricultural Information and Market Data</b>  |      |       |      |      |      |      |      |      |                     |                     |                             |       |
| Provide support to commune mobile access workers for Commune Mobile Assess program                                     | MAFF |       |      |      |      |      |      |      | 0.03                |                     |                             |       |

| Components   | MAFF | NCCDS | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Assigned Weight (a) | Actual Progress (b) | Weighted Progress c (a x b) | Notes |
|--|------|-------|------|------|------|------|------|------|---------------------|---------------------|-----------------------------|-------|
| Recruit consultants for ICT support  |      |       |      |      |      |      |      |      | 0.01                |                     |                             |       |
| Develop multi-media content to improve effectiveness of agricultural extension delivery.   | MAFF |       |      |      |      |      |      |      | 0.03                |                     |                             |       |
| Provide interactive ICT services and ICT skill training for target communes.   | MAFF |       |      |      |      |      |      |      | 0.03                |                     |                             |       |
| <b>(b) Support to Value Chain Development</b>  |      |       |      |      |      |      |      |      | <b>0.20</b>         |                     |                             |       |
| Recruit a special service provider for agriculture value chains and market linkages (SSP 8)  | MAFF |       |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Select appropriate climate resilient varieties based on market demands and develop marketing strategies (including post-harvest management and sales)  | MAFF |       |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Carry out demonstration activities to increase awareness/demand and conduct pre-and-post surveys to assess increase in rice yields   | MAFF |       |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Identify and work with agriculture stations and rice seed producer groups to produce climate-resilient (drought or flood tolerant) certified and commercial rice seeds and broker forward contracts with paddy selling groups. | MAFF |       |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Introduce climate-smart agriculture practices in rice and (two non-rice crops) to target communes based on their agroecological conditions.  | MAFF |       |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Develop value chain cluster meetings in all communes and value chain working groups in all districts   | MAFF |       |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Establish 364 market improvement groups  | MAFF |       |      |      |      |      |      |      | 0.03                |                     |                             |       |

| Components  | MAFF | NCDDS | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Assigned Weight (a) | Actual Progress (b) | Weighted Progress c (a x b) | Notes |
|---|------|-------|------|------|------|------|------|------|---------------------|---------------------|-----------------------------|-------|
| Establish 200 paddy selling groups with training to add value to production.  | MAFF |       |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Strengthen and develop 200 agribusiness enterprises   | MAFF |       |      |      |      |      |      |      | 0.03                |                     |                             |       |
| <b>3. Effective Project Management</b>  |      |       |      |      |      |      |      |      | <b>0.10</b>         |                     |                             |       |
| Support the effective functioning of Project Steering Committee   | MAFF | NCDDS |      |      |      |      |      |      | 0.01                |                     |                             |       |
| Support the provincial administration and agriculture department for coordination and supervision of project activities | MAFF | NCDDS |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Support the district administration and agriculture office for coordination and supervision activities                  | MAFF | NCDDS |      |      |      |      |      |      | 0.01                |                     |                             |       |
| Establish and support the project performance monitoring system   | MAFF | NCDDS |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Ensure the gender action plan is fully implemented and monitored  | MAFF | NCDDS |      |      |      |      |      |      | 0.02                |                     |                             |       |
| Mobilize consultants to provide technical and managerial support for the additional financing.                          | MAFF | NCDDS |      |      |      |      |      |      | 0.02                |                     |                             |       |
| <b>TOTAL SCORE</b>  |      |       |      |      |      |      |      |      | <b>1.00</b>         |                     |                             |       |

Notes: (a) weight for each component indicated in the Indicative Activities in the DMF  
(b) percentage of progress against each activity  
(c) implementation progress to date against each activity

## TERMS OF REFERENCE GOVERNMENT COUNTERPART STAFF

|                                      | Executing/Implementing Agency:<br><b>MAFF</b>  | Executing/Implementing Agency:<br><b>NCDDS</b>  | <b>Council for Agriculture and Rural Development (CARD)</b>   |
|--------------------------------------|--|---|---|
| National<br><b>Total: 21 staff</b>   | <ol style="list-style-type: none"> <li>1. Project Director</li> <li>2. Project Manager</li> <li>3. Project Coordinator</li> <li>4. Administration and Finance Officer</li> <li>5. Accounting Officer</li> <li>6. Planning, Monitoring &amp; Evaluation (M&amp;E) and Reporting Officer/Gender Focal Point</li> <li>7. Procurement/Contract Administration Officer</li> <li>8. Rural ICT Coordination, Extension, Digital Services and Marketing Officer</li> <li>9. Data Collection and Content Development Officer</li> <li>10. Agricultural Technology and Extension Coordinator</li> <li>11. Irrigation Engineer / On-farm Water Management Officer</li> </ol> <p><b>Total: 11 officers</b></p> | <ol style="list-style-type: none"> <li>1. Project Director</li> <li>2. Project Manager</li> <li>3. Administration and Finance Officer</li> <li>4. Accounting Officer</li> <li>5. Planning, M&amp;E and Reporting Officer</li> <li>6. Gender Focal Point</li> <li>7. Livelihood Improvement Group (LIG) and Rural ICT Coordinator</li> <li>8. National Safeguards Officer</li> </ol> <p><b>Total: 8 officers</b></p> | <ol style="list-style-type: none"> <li>1. Project Manager</li> <li>2. Secretary/Alternate CARD website</li> <li>3. CARD website officer</li> </ol> <p><b>Total: 3 officers</b></p>  |
| Provincial<br><b>Total: 35 staff</b> |  |   | <ol style="list-style-type: none"> <li>1. Provincial Facilitator</li> <li>2. Provincial Agricultural Coordinator</li> <li>3. Finance /Contract Administration Officer.</li> <li>4. Provincial Agriculture Marketing and Rural ICT Coordinator</li> <li>5. Gender Officer</li> </ol> <p><b>Each provincial team will be supervised by a Provincial Deputy Governor.</b></p> <p><b>Total: 7 provinces x 5 = 35 officers</b></p> |

|   | Executing/Implementing Agency:<br><b>MAFF</b> | Executing/Implementing Agency:<br><b>NCDDS</b> | <b>Council for Agriculture and Rural<br/>Development (CARD)</b>  |
|---|---|--|--|
| District<br><b>Total: 148<br/>staff</b> |   |  | <ol style="list-style-type: none"> <li>1. Head of District Support Team</li> <li>2. District Finance Officer</li> <li>3. Agriculture Extension and Rural ICT Support Officer</li> <li>4. Gender Mainstreaming and LIG Support Officer</li> </ol> <p><b>Total: 37 district x 4 = 148 officers</b></p> |

## **A. Introduction**

1. The project will engage a total of 204 government counterpart staff at national and sub-national level from the Ministry of Agriculture, Forestry and Fisheries (MAFF), National Committee for Sub-National Democratic Development Secretariat (NCDDS), and Council for Agriculture and Rural Development (CARD) to manage, coordinate, implement, and monitor the project. The staff positions for each executing and implementing agencies are summarized in the table above.
2. The detailed terms of reference (TOR) for each position are described in the following sections:
  - (i) TORs for MAFF staff
  - (ii) TORs for NCDDS staff
  - (iii) TORs for CARD staff

## **B. TORs for counterpart staff under MAFF**

3. MAFF will be the executing agency and will appoint a National Project Director and a Project Manager. MAFF will also be the implementing agency to coordinate agriculture related activities at the national and sub-national level (output 2) and part of output 3. MAFF will establish a project management unit to manage, coordinate, and implement the agricultural development activities.
4. For MAFF executing and implementing functions, there will be 11 staff positions in the project management unit as follows:
  - (i) Project Director
  - (ii) Project Manager
  - (iii) Project Coordinator
  - (iv) Administration and Finance Officer
  - (v) Accounting Officer
  - (vi) Planning, Monitoring and Evaluation (M&E) and Reporting Officer/Gender Focal Point
  - (vii) Procurement/Contract Administration Officer
  - (viii) Extension and Rural information and communication technology (ICT) Coordinator
  - (ix) Data Collection and Content Development Officer
  - (x) Agricultural Technology and Extension Coordinator
  - (xi) Irrigation Engineer/On-farm Water Management Officer

5. The TORs for each position are as follows:

### **1. Project Director**

6. The MAFF will have a senior and experienced MAFF staff as the National Project Director with a background in the management of agricultural and rural development projects/programs. The Project Director will be responsible for managing and coordinating the project with authorities delegated by the Minister as provided by the standard operating procedures (SOP). The tasks include, but are not limited to, the following:

- Oversee the work of the Project Manager for MAFF functions to ensure that the project implementation is in line with government policies, guidelines, including the SOP, the evolving framework for sub-national governance and the provisions of the ADB loan and grant agreements and International Fund for Agricultural Development (IFAD) loan financing agreement. Liaise with ADB and IFAD concerning all aspects of project implementation and compliance with the ADB loan and grant agreements and IFAD financing agreement.
- In consultation with ADB, authorize the recruitment of the members of the MAFF project team.
- Provide the Chairman of the Project Steering Committee (PSC) with regular progress reports, including information on physical and financial progress made; issues outstanding and actions recommended and obtain the PSC concurrence to the project policy agenda and actions plans.
- Ensure that national level inter-ministry coordination for the TSSD-AF project and with the other ADB and IFAD projects in the Tonle Sap Basin and projects and programs of other agencies operating in the project provinces, and maximizing the synergy for development in the Tonle Sap Basin.
- Ensure that the project's target beneficiaries (i.e., commune authorities and farmers groups) are provided with timely and effective technical support by MAFF national and sub-national teams.
- Oversee the coordination with Ministry of Economy and Finance (MEF), NCDD, Ministry of Posts and Telecommunications (MPTC), and National Committee for Disaster Management (NCDM) Secretariat in all policy and major operational matters related to the project implementation and propose revisions to the arrangements if necessary.
- Respond to the audit findings and recommendations and provide the results of the audit and the response of MAFF to the PSC, ADB, and IFAD.

7. The Project Director will have the following qualifications and experience:

- A relevant post-graduate university degree in an agricultural or appropriate management discipline, postgraduate study is an advantage.
- Preferably 10 years' experience of working in rural development projects/programs, preferably with experience of ADB and IFAD procedures, policies and financial rules and regulations; experience working at sub-national level and working for a nongovernment organization program would be an advantage.
- Extensive knowledge of government policies and procedures and the government's ongoing reforms of sub-national governance.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

## **2. Project Manager**

8. The MAFF will have one senior and experienced MAFF staff as the Project Manager, who will work full-time as part of the project management team of TSSD-AF and will be also responsible for overseeing Finance, Loan and Grant Administration and Procurement under TSSD-AF. The Project Manager will report to the Project Director and will ensure that the project follows the SOP and the financial management manual. The Project Manager will manage the project in accordance with the ADB loan and grant agreements and IFAD financing agreement,

the project administration manual (PAM) and relevant systems and procedures required by the financiers, and the Ministry of Economy and Finance (MEF). S/he will also be responsible for planning, monitoring and evaluation (M&E) and reporting. The Project Manager will be accountable to the MAFF Project Director. The tasks include, but are not limited to, the following functions:

**a. General Management and Coordination**

- Assist the Project Director to supervise and coordinate the management and implementation of the TSSD-AF agriculture related activities at national and sub-national levels.
- On a daily day basis, oversee the work of the MAFF staff to ensure that all aspects of project implementation are in line with government policies, guidelines and the evolving framework for sub-national government and follows the provisions of the the ADB loan and grant agreements and IFAD financing agreement.
- Manage the project's administrative, financial management and procurement systems and the MAFF project management unit administrative, and financial management systems.
- Provide supervision and coordination in the management and administration of the staff in the MAFF, for both executing and implementing agencies related staff.
- Assist the MAFF Project Director to ensure that the project's target beneficiaries (i.e., commune authorities and farmers groups) are provided with timely and effective technical support by MAFF's national and sub-national teams.
- Prepare and process in a timely manner all legal documents, contracts and agreement of project activities.
- Maintain all administrative and personnel documents, technical assistance and consultant contracts.
- Support the organization of the Project Steering Committee (PSC) meetings regularly & on demand basis.
- Supervise the projects' financial management functions in line with the Government's requirements and systems, as well as the ADB loan and grant agreements and IFAD financing agreement.
- Participate in the provision of technical and policy guidance and others meetings.
- Participate in the six monthly supervision missions organized by ADB and IFAD.
- Prepare regular reports on the performance of the MAFF financial management including progress, problems faced and solutions for submission to the Project Director and other Project Managers.
- Provide the Project Director and Project Manager with regular status reports, including information on progress made, issues outstanding and actions recommended.
- Manage any TSSD-AF policy and law awareness raising activities, and coordinate with any policy support activities in MAFF by other development agencies.
- Ensure that MAFF technical departments and agencies provide the assistance (advisory, training, etc.) required for the project activities at sub-national level according to the letters of agreement.
- Ensure that timely and effective technical support is provided by the MAFF team to the Provincial Agriculture Marketing and Rural ICT Coordinator under the Provincial Support Team (PST) in the seven provinces and to the District Support Teams (DSTs) in the 37 target districts.

- Ensure that the implementation of the TSSD-AF agricultural and related activities is in line with government policies, guidelines and is consistent with the Strategy for Agriculture and Water, and the associated programs elaborated by the Technical Workshop Group for Agriculture and Water so that they can effectively manage field programs and provide timely and appropriate support to the commune councils in management of livelihood activities for the livelihood improvement groups.
- Undertake other tasks assigned by the Project Director.

#### **b. Finance and Loan and Grant Administration**

- Oversee the staff engaged in Financial Management, Loan and Grant Administration and Procurement under TSSD-AF in accordance with the ADB loan and grant agreements and IFAD financing agreement, PAM and relevant systems and procedures required by the financiers, NCDDS and MEF.
- Provide guidance to the MAFF finance and procurement staff working in the TSSD-AF project team.
- Coordinate and ensure timely and accurate consolidation of annual work plans and budgets of TSSD-AF.
- Ensure that the financial managements systems and internal controls are in place and strictly enforced for transparency and accountability of use of public funds under the projects.
- Address all financial management and procurement issues when they arise.
- Ensure timely transfer of funds to all project parties at the national and sub-national levels for project implementation.
- Coordinate the management of cash flow of the project financing.
- Ensure that the project management unit can undertake the following detailed financial management tasks; (i) opening and operating the MAFF advance accounts following MEF approved procedures; (ii) disbursement of funds to relevant agencies according to the revised fund flow arrangement; and (iii) preparation in a timely manner of the withdrawal applications for approval by MEF and submission to ADB for reimbursement.
- Ensure a smooth harmonization between the M&E and financial systems.
- Coordinate and oversee the work of the staff in order to deliver adequate and timely financial services, provide financial information and prepare withdrawal application.
- Supervise the functioning of the physical and financial reporting systems and procedures at the national and sub-national levels.
- Supervise the operation of advance accounts and sub-accounts to ensure availability and efficiently operation of the accounts;
- Ensure that the financial managements systems, fund flow procedures and procedures for the use of special advances to enable funds to flow as and when required.
- Supervise timely accounts reconciliation at all levels and manage cash flow to facilitate smooth flow of funds to all concerned implementing agencies.
- Regularly monitor the execution of the project annual work plans and budgets under MAFF supervision structure.
- Review payment and disbursement requests.
- Review and certify all statements of expenditures (SOEs) and withdrawal applications before submission to the financiers through the MEF.

- Take lead in project auditing and good financial management and assist the Auditor to conduct his/her audit responsibilities.
- Ensure that auditors' recommendations are implemented once they have been endorsed by MAFF and other project parties.

### **c. Procurement**

- Ensure that the procurement processes and procedures are in place and strictly enforced in according to the procurement guidelines of the financier.
- Supervise the preparation of annual updated procurement plans and regular progress reports against procurement plan and ensure timely and effective implementation of the consolidated project procurement plan.
- Supervise the preparation of procurement packages, documents and processes at the national level following project procurement guidelines, and monitor and follow up procurement implementation progress at national and subnational level.
- Provide instruction and capacity building to project staff on procurement related matters.
- Supervise the staff to prepare and update contracts register and inventory list.
- Coordination with ADB, IFAD and MEF as well as the Procurement Officers at the National and sub-national levels on procurement related matters.

### **d. Planning, Monitoring & Evaluation and Reporting**

- Provide support to ensure that the PAM and all operational procedures comply with the government, MAFF, ADB, and IFAD policies and update the PAM and policies as and when necessary.
- Oversee the implementation of the project's planning system, the consolidation of the annual work plans and budgets from NCDDES and ensure that the annual work plans and budgets incorporate the lessons learned from past IFAD and ADB project experience as well as from this project.
- Oversee the design, establishment and implementation of the project's combined M&E system and the associated progress and other reporting to MAFF, ADB and IFAD; establish and maintain the project implementation database.
- Participate in the monitoring of the project activities under MAFF and ensure that progress reporting from the sub-national level is conducted in a timely and efficient manner.
- Ensure that the MAFF project management unit can provide the administrative and secretarial support required by the PSC.
- Ensure the implementation and monitoring of the gender action plan.
- Ensure the implementation and monitoring of the environmental assessment and review framework (EARF), and indigenous people planning framework (IPPF), as well as applicable initial environmental examination (IEE), environmental management plans (EMPs), and indigenous peoples plans.
- As the executing agency coordinate with MEF, NCDDES, MPTC and NCDM Secretariat in all major operational matters related to the project implementation.
- Develop and manage the program capacity building for the implementing agencies at national and sub-national levels.
- Manage the communication network, including the web site and use of print and broadcasting media, reporting of project progress and publication of best practices.

- Provide national level inter-ministry coordination with the other ADB and IFAD projects in the Tonle Sap Basin, and projects and programs of other agencies operating in the project provinces, to ensure maximum synergy of development in the Tonle Sap Basin.

9. The Project Manager will have the following qualifications and experience:

- A relevant post-graduate university degree in an agricultural or appropriate management discipline: postgraduate study an advantage.
- Preferably 10 years of experience of working in rural development projects/ programs and experience of ADB and/or IFAD procedures, policies and financial rules and regulations; experience working at sub-national level and for an NGO program would be an advantage.
- Knowledge of government policies and procedures, and the government's ongoing reforms of sub-national government.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

### **3. Project Coordinator**

10. The MAFF will have a senior and experienced MAFF civil servant as the National Project Coordinator with a background in the management of agricultural and rural development projects/programs. The Project Coordinator will be responsible for coordinating technical advice to the project under the authorities delegated by the Minister as provided by the Standard Operating Procedures (SOP). The Project Coordinator will report to the MAFF Project Director. The tasks include, but are not limited to, the following:

- Provide policy and operational guidance to the General Directorate of Agriculture (GDA) and PST to ensure that the project activities are implemented in a timely and effective manner.
- Coordinate the work of the Project Manager for the MAFF's implementing agency functions to ensure that the project implementation is in line with government policies, guidelines, including the SOP, the evolving framework for sub-national governance and follows the provisions of the ADB loan and grant agreements and IFAD financing agreement.
- Liaise with ADB and IFAD concerning all aspects of project implementation and compliance with the ADB loan and grant agreements and IFAD financing agreement.
- Ensure there is good coordination between the MAFF/GDA and the MAFF/Development Coordination Unit in respect of overall management of the project activities and propose changes to implementation approach where appropriate to the MAFF Project Director.
- Conduct regular meetings on a quarterly basis with the MAFF Project Manager and all team members, together with the MAFF provincial level team members, and relevant members from the Project Implementation Consultant (PIC) team to ensure that there is good coordination of the technical support to the sub-national staff.

- Coordinate the response to the audit findings for submission to the MAFF Project Director.

11. The Project Coordinator will have the following qualifications and experience:

- A relevant post-graduate university degree in an agricultural or appropriate management discipline, postgraduate study an advantage.
- Preferably 10 years' experience of working in rural development projects/programs, preferably with experience of IFAD and/or ADB procedures, policies and financial rules and regulations; experience working at sub-national level and working for an NGO program would be an advantage.
- Extensive knowledge of government policies and procedures and the government's ongoing reforms of sub-national governance.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

#### **4. Administration and Finance Officer**

12. MAFF will have one experienced MAFF staff as the Administration and Finance Officer, who will work full-time as part of the project management team of TSSD-AF and will be responsible for financial management and overseeing the project's financial management. He/she will report to the MAFF Project Manager. The tasks include, but are not limited to, the following functions:

- Manage the MAFF financial management functions in line with the government's requirements and systems, and ADB loan and grant agreements and IFAD financing agreement.
- Ensure that the financial management systems including MAFF advance accounts, fund flow procedures and procedures for the use of special advances enable funds to flow as and when required.
- Prepare TOR for the project audit(s) for subsequent approval by the MAFF Project Director and manage the subsequent tendering process: auditing of the project financial statements and associated records and accounts will be in accordance with International Standards on Auditing.
- Ensure that MAFF can undertake the following detailed financial management tasks; (i) open and operate the project's advance accounts, following MEF approved procedures; (ii) disburse funds to support the annual work plans and budgets; (iii) prepare in a timely way the withdrawal applications for approval by MEF, and submission to ADB for reimbursement; and (iv) review and consolidate the annual provincial annual financial statements for submission to ADB.
- Provide financial management assistance and training for the MAFF Accountant in the areas of accounting, cash flow management, financial reporting, the proper maintenance of the project accounts, estimating expenditure and monitoring budgets and the preparation of budgets and budget revisions.
- Ensure both national and sub-national staff under MAFF have a good understanding of all the government administrative/personnel policies including those related to: (i) asset inventories; (ii) proper and effective use, maintenance, storage and disposal of equipment; (iii) maintenance of offices; and (iv) management of correspondence.

- Prepare regular reports on the performance of the MAFF financial management covering progress, problems faced and resolved for submission to the MAFF National Project Director.
- Provide the MAFF National Project Director and MAFF Project Manager with regular status reports, including information on progress made, issues outstanding and action recommended.
- Undertake other tasks assigned by the MAFF Project Director and Project Manager.

13. The Administration and Finance Officer will have the following qualifications and experience:

- A relevant post-graduate university degree and/or combination of appropriate experience, preferably a Certified Public Accountant or Chartered Accountant: postgraduate study an advantage.
- Preferably 10 years of experience with the financial management of rural development programs/projects; experience with decentralized financial management systems would be an added advantage.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government and ADB procedures, policies and financial rules and regulations.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Good English communication skills, written and spoken; and
- Availability and willingness to undertake visits to the target communes.

#### **5. Accounting Officer**

14. The MAFF will have one senior and experienced staff with a background in project management and accounting for overseeing the project's accounting at MAFF. The staff will report to the Project Director and Project Manager. The tasks include, but are not limited to, the following functions:

- Maintain financial records and financial system of all operations TSSD-AF, which conform to the accounting standards and best practices of standard operating procedure and financial management manual.
- Perform monthly reports and prepare cash and bank reconciliation reports to the Project Manager. Provides update of fund disbursement and of possible need for adjustment.
- Ensure sufficient and timely disbursements of cash to project activities as per request.
- Coordinate with all national staff to ensure that procurements and payments have been properly approved and authorized.
- Coordinate with MEF and ADB to ensure that the flow of documents and disbursement reports are prepared in a timely manner.
- Ensure prompt payment of bills with prior approval by the MAFF Project Manager.
- Ensure that the same systems of financial recording and reporting are in place at all levels and in-line with donors system and procedure. Perform visits to the target project province, district and communes when necessary.

- Ensure that all expenditures at the offices are properly recorded in the ledger and that all expenditures are properly authorized on the appropriate vouchers and accompanied by appropriate original receipts. Report discrepancies to the MAFF Project Manager and make corrections as advised.
- Review all financial records from provinces which are submitted to MAFF and process the replenishment of the Provincial Advance Accounts.
- Undertake other tasks assigned by the MAFF Project Manager.

15. The Accounting Officer will have the following qualifications and experience:

- A relevant post-graduate university degree and/or combination of appropriate experience, preferably a Certified Public Accountant or Chartered Accountant: postgraduate study an advantage.
- Preferably five years of experience with the financial management of rural development programs/projects; experience with decentralized financial management systems would be an added advantage.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government and ADB procedures, policies and financial rules and regulations.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Good English communication skills, written and spoken; and
- Availability and willingness to undertake visits to the target communes.

**6. Planning, Monitoring and Evaluation and Reporting Officer/Gender Focal Point**

16. The MAFF will have a senior and experienced staff member responsible for project planning, M&E and reporting. S/he will report to the Project Director through the MAFF Project Manager responsible for planning and executing agency related functions. The TORs are as follows:

- Design and manage the project's planning, budgeting and reporting functions in line with Government's procedures and the requirements of the ADB loan and grant agreements and IFAD financing agreement.
- Assist in the design and operation of the TSSD-AF project performance and monitoring system (PPMS) (with the PIC M&E specialist and PIC gender specialist) and as part of this the M&E system for the MAFF (including suitable indicators for the base line, mid-term and project completion reviews), satisfactory to the co-financiers.
- Assist in the consolidation of the annual work plan and budget through the participatory planning workshops conducted at district, provincial and national level for submission to the ADB by 15 November of the previous year.
- Develop a work plan and schedule for monitoring and evaluation of specific Implementation contracts in accordance with approved criteria.
- Review the quarterly monitoring reports received from each of the implementing agencies and assist in the consolidation of the Quarterly Progress Reports for submission to the MAFF Project Manager in accordance with reporting guidelines and procedures.

- Provide training in planning, budgeting & reporting systems & procedures to staff of the MAFF at sub-national.
- Mainstream M&E practices to technical staff particularly the qualitative aspects e.g., impact assessment, comparison of farmers' practices and new technologies, satisfaction of the services provided.
- Provide the MAFF Project Director with regular status reports, including information on progress made, issues outstanding and action recommended.
- Provide support and training to relevant MAFF staff at subnational level to ensure that the design and implementation of project financed implementation contracts address monitoring and evaluation concerns.
- Mainstream the M&E practices to the technical staff particularly the qualitative aspects e.g., impact assessment, comparison of farmers' practices and new technologies, satisfaction of the services provided.
- Undertake other tasks assigned by the Project Director.
- Act as the MAFF Gender Focal Point. S/he will have the following responsibilities:
  - (i) Monitor the implementation of the gender action plan in relation to the activities under the responsibility of the MAFF.
  - (ii) Ensure that the relevant information on gender relating to the activities under MAFF responsibility are updated at the sub-national level in the Gender Monitoring Framework on a quarterly basis.
  - (iii) Assist in the updating of the gender action plan reported for inclusion in the Quarterly Progress Report that is compiled by the PIC Team.
  - (iv) Ensure that gender sessions are included in relevant technical and capacity building trainings and where needed act as a resource person during the training to ensure that gender concerns are addressed.

17. The Planning, M&E and Reporting Officer/Gender Focal Point will have the following qualifications and experience:

- A relevant post-graduate university degree in an agricultural or appropriate social science discipline: postgraduate study an advantage.
- Preferably five years of experience of planning, monitoring and reporting in rural development projects/programs; experience with government planning process, M&E systems and reporting procedures at the national and sub-national levels and working at sub-national level would be an advantage.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government and ADB procedures, policies and financial rules and regulations.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

#### **7. Procurement/Contract Administration Officer**

18. MAFF will have one experienced staff member working as the Procurement/Contract Administration Officer. The Procurement/Contract Administration Officer will report to the Project Director through the MAFF Project Manager. The TOR is as follows:

##### **a. Procurement**

- Manage the procurement process at the national level following project procurement guideline and prepare official documents related to the procurement process.
- Prepare and/update the MAFF procurement plan, follow up with delivery of procured goods and services, prepare progress reports comparing actual procurement with the procurement plan and monitor and follow up progress of procurement implementation at sub-national level. Coordinate with administration staff to prepare, update inventory lists and participate in the handover of equipment/material and construction.
- Provide instruction and training to project staff on procurement related matters.
- Participate in M&E activities and coordinate with the external auditors.
- Coordinate with ADB, IFAD and MEF on procurement related matters and coordinate with the Procurement Officers of the other implementing agencies.
- Undertake other tasks assigned by the MAFF Project Director.

#### **b. Contract Administration**

- Ensure regular monitoring and evaluation of the annual work plan and budget and assist in the preparation of progress reports for submission to the MAFF Project Director.
- Manage the MAFF project management unit's inventory, personnel contracts, procurement and bidding activities.
- Prepare the employment contracts between the MAFF and the respective staff and maintain files/records of respective staff, including leave, recruitment, staff selection and performance appraisal.
- Manage the MAFF transport ensuring appropriate maintenance, monitoring of fuel distribution and agreements on the use of all vehicles and motorcycles.
- Manage the MAFF office including security, electricity, water supply, cleaning and maintenance of the office.
- Undertake other tasks assigned by the Project Director.

19. The Procurement and Contract Administration Officer will have the following qualifications and experience:

- A relevant post-graduate university degree relevant to procurement and contract administration: postgraduate study an advantage.
- Preferably five years of experience of procurement and contract administration in rural development projects/programs; experience working at sub-national level would be an advantage.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government, ADB and IFAD planning, procurement and M&E policies and procedures.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

#### **8. Rural ICT Coordination, Extension, Digital Services and Marketing Officer**

20. The MAFF will have one senior and experienced staff member as the Rural ICT Coordination, Extension, Digital Services and Marketing Officer with the qualifications in agriculture as well as experience in the achievement of rural livelihood improvement through diversification as well as intensification of small-scale agricultural production. Ideally the Rural ICT Coordination, Extension, Digital Services and Marketing Officer will be qualified in the use of office computing tools and in the use of ICTs for agricultural extension. S/he will report to the Project Director through the Project Manager. S/he will have the following tasks:

- Design and deliver technical skills training activities on improved extension and Farmer Field School methodologies for the DST members to enable them to provide guidance to the CMAWs, LIGs and MIGs during the formulation of the business plans for their livelihood activities.
- Liaise with other farmer field schools like activities including the FAO Business Farm School Training Program and related activities.
- Assist the DSTs in undertaking agro-ecosystems analysis in the new target communes.
- Support SSP 8, PSTs and DSTs in each province and cooperate closely with the Provincial Agriculture Marketing and Rural ICT Coordinator and provide advice on the conduct of farmer field schools and field days at the demonstration sites.
- Cooperate with the NCDDDS team during the formulation of the guidelines for Formation of LIGs and the utilization of the commune development fund (CDF) to support livelihood activities.
- Assist the Agricultural Technology and Extension Coordinator in formulating recommendations for the preparation of techno-guides on fisheries and livestock production paying particular attention to the viability and sustainability of the activities and their appropriateness for the poor households that are members of the LIGs.
- Cooperate closely with the NCDDDS and the MPTC and the project SSPs in the design and delivery of the training programs to strengthen technical capacity of the CMAWs and for the production of updated and relevant contents to support CMAWs' information/extension needs through the Commune Mobile Access Program.
- Assist in facilitating strong linkages between the MAFF and the Commune Mobile Access Program to ensure that information on improved agricultural technologies is documented and made available through the project website and through other digital content development activities.
- In cooperation with NCDDDS assist in promoting the activities of the CMAWs to ensure that they are enabled to deliver effective Rural ICT services in response to community needs.
- Coordinate the services of the CMAWs.
- Develop curricula for training the CMAWs and others including LIG and MIG leaders and members in the use of digital tools for acquiring and using agricultural information.
- Undertake other tasks assigned by the MAFF Project Director.

21. The Rural ICT Coordination, Extension, Digital Services and Marketing Officer will have the following qualifications and experience:

- A relevant post-graduate university degree relevant to agriculture or rural development: postgraduate study especially in rice production and extension and some knowledge of Rural ICT applications would be an advantage.
- Knowledge of the operation of agricultural markets and of agribusinesses in Cambodia.
- Preferably 10 years' experience of management and coordination of agriculture development programs and experience working at district and commune level would be an advantage.
- Knowledge of the government's ongoing reforms of sub-national government
- Knowledge of government and ADB and IFAD procurement, planning and M&E policies and procedures.
- Knowledge of computer information system, word processing, database
- Knowledge of desktop computing systems including, office productivity software including word processing, database management system, the use of PowerPoint for presentations and project management software.
- Knowledge and experience of the Internet, of social media applications and of using smartphones for communication, social media interactions and web browsing.
- Knowledge of the use and operation of smartphones for communication, social media interactions and Web browsing.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.
- Good English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

#### **9. Data Collection and Content Development Officer**

22. MAFF will have one experienced staff member working as the Data Collection and Content Development Officer. S/he will report to the MAFF Project Director through the Project Manager. The TORs are as follows:

- Identify data requirements to support agricultural production, marketing and sales, supply chain management, project reporting and monitoring and evaluation activities.
- Participate in the planning and undertaking of farmer, LIG, MIG, paddy selling groups and broker surveys and related data gathering exercises and activities; Participate in the planning of similar activities with provincial staff including the Provincial Agricultural Coordinators, Provincial Agriculture Marketing and Rural ICT Coordinators, Provincial Facilitators, Provincial Project Management Advisors and at the district level, the Head of DSTs and the DST members.
- Contribute to the development and use of data acquisition and visualization tools for this purpose and to ensure the support of ICT consultants
- Liaise with the NCDDS and MAFF on the development and collection of appropriate multi-media content for uploading to the project website.
- Identify agricultural and marketing content from existing resources including the FAO, the World Food Programme, and others.
- Upload all relevant project related progress reports and other documents including procurement information for public disclosure.
- Assist with the development of and operation and maintenance of the project PPMS.

- Develop the site layout/user interface of the TSSD-AF website using standard HTML/CLSS practices through consultation with the Project Managers from MAFF and NCDDS to ensure that it is appropriate and provides an effective vehicle for dissemination of project related information.
- Complete the technical and graphical aspects of the design of the website to produce an attractive appearance and incorporating relevant links in a bilingual environment and test the operation of the website.
- Upload the website to an appropriate server and ensure that it is registered with relevant search engines.
- Canvas the views of prospective users on the website design and layout and incorporate any proposed changes for further improvement.
- Supervise the regular uploading of content to the website of additional extension materials, multi-media content for the Commune Mobile Access Program and reports of project activities.
- With MAFF concerned staff, ensure coordination for regular collection and upload of appropriate contents to the website to support field extension activities and Commune Mobile Access Program.
- With MAFF concerned staff, ensure coordination for effective running of rural ICT program to support field extension activities and Commune Mobile Access Program.
- Provide regular daily maintenance of the project website and rectify any problems that are identified.
- Regularly monitor the utilization of the TSSD-AF website using Google Analytics and/or related tools, produce statistics of website use and frequentation including data on numbers of unique users, their origin, browser used, time spent on the webpage, pages or content in the webpage that are most in demand or visited, identification and statistics on downloads from the site.
- Provide a user feedback and comments section to the website to gather comments and suggestions and assess comment and feedback from project staff and others with a view to improving Web based content delivery.
- Produce monthly updates and copies of the TSSD-AF website for distribution to devices without an internet connection. Develop a means of providing non connected communes, CMA locations, and CMAWs with copies of the updated website and content using SD cards, USB drives, store and forward solutions, etc.
- Develop a cloud based file delivery service using Dropbox, etc. for sharing content with the communes that have a reliable and sufficiently high bandwidth internet connection.
- Provide monthly reports on Web site performance and share with the Project Manager
- Assist with the development of and operation and maintenance of the project PPMS.

23. The Data Collection and Content Development Officer will have the following qualifications and experience:

- A degree in agriculture.
- A relevant university degree in IT or related discipline with training in statistics, data gathering and data analysis, survey design, software programming and graphical applications.

- Preferably three years of experience in website development and maintenance preferably within the context of similar rural development projects/programs.
- Excellent English communication skills, written and spoken.

#### **10. Agricultural Technology and Extension Coordinator**

24. MAFF will have one senior and experienced staff member as the Agricultural Technology and Extension Coordinator. S/he will provide support to the MAFF Project Coordinator, Project Manager, PSTs, DSTs and Village Animal Health Workers in undertaking livestock and fisheries raising related investments financed under TSSD-AF and in delivering agricultural technical services related to animal and fisheries health and production for agricultural productivity enhancement. S/he will report to the Project Director through the Project Manager. S/he will have the following tasks:

- Work closely with the PSTs and DSTs in each province and cooperate closely with the relevant members of the PIC. S/he will be required to also engage with the special service providers who are supporting the commune councils in the implementation of projects supporting the LIGs, MIGs and other farmer's groups.
- Design and deliver technical skills training activities on livestock and fisheries production for the DST members to enable them to provide guidance to the CMAWs, MIGs and LIGs during the formulation of the business plans for their livelihood activities.
- Monitor the activities of the special service provider (SSP 8) for the delivery of animal health and production support to the LIG members owning livestock and in the efficacy of the vaccination programs.
- Monitor the activities of the special service providers (SSP 8) for the delivery of small animal and production support to the LIG and MIG members and in the efficacy of the vaccination programs.
- Make an overall assessment in each province of the range and content of LIG and MIG activities concerned with livestock / fisheries production in consultation with the PSTs and DSTs and through discussion with the special service providers/trainers and ensure appropriate technical support of SSPs 7 and 8.
- With the support of the PIC team formulate a series of techno-guides covering production of chicken and aquaculture, which cover the required materials for inclusion in the technical skills training provided to the LIG members who invest in small livestock raising or aquaculture. The techno-guides should pay particular attention to the viability and sustainability of the activities and their appropriateness for the LIG poor households and MIGs.
- Ensure that DSTs are able to effectively monitor delivery of the livestock/fisheries -related training and inputs provided to LIGs/MIGs by SSPs/Trainers contracted by commune councils.
- Conduct an institutional audit of the technical capacity within the agricultural line departments at provincial, district and commune levels concerned with livestock and fisheries production to assess their capability to provide ongoing support for the promotion of sustainable livelihoods based on livestock/fisheries production in the future particularly at district level.
- Cooperate closely with the NCDDS and the MPTC for the design and delivery of the training programs on livestock/fisheries production to strengthen technical capacity of the CMAWs.

- Conduct a review of the extent of local livestock and fisheries feed resources within each province for all types of livestock and fisheries production and develop appropriate mechanisms to ensure that livestock and fisheries feeding by LIG households or other groups does not present a constraint on the production and sustainability of their crop production activities.
- Undertake other tasks assigned by the MAFF Project Director and Project Manager.

25. The Agricultural Technology and Extension Coordinator will have the following qualifications and experience:

- A relevant post-graduate university degree relevant livestock/fisheries production: postgraduate study especially in rural livelihood improvement through diversification as well as intensification of small-scale agricultural production would be an advantage.
- Preferably 10 years' experience of management and coordination of agriculture development programs in the areas livestock and fisheries production, experience working at district and commune level would be an advantage.
- Knowledge of the government's ongoing reforms of sub-national government
- Knowledge of Department/Offices of Fisheries, Animal Health and Production, provincial department of agriculture, forestry and fisheries priorities.
- Knowledge of government and ADB procurement, planning and M&E policies and procedures.
- Knowledge of computer information system, word processing, database and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

#### **11. Irrigation Engineer/On-farm Water Management Officer**

26. MAFF will have one senior staff member as an Irrigation Engineer/On-farm Water Management Officer. This position is assigned to support and coordinate the SSP providing support to paddy selling groups and to chair the selection committee for the rural infrastructure design and supervision contract. The engineer will work with the project team at national level. The Engineer will report to the MAFF Project Manager. The tasks include, but are not limited to, the following functions:

- Work closely with the SSP 8 to provide support to the paddy selling groups on irrigated areas and PSTs, including coordinating, quality control, and monitoring project activities implemented by communities, contractors, or line departments.
- Monitor and provide coordination and support for safeguard issues related to infrastructure subprojects and ensure safeguard report correctly and timely prepared and submitted for clearance for all infrastructure subprojects funded by the project.
- Undertake other project related duties as assigned by the Project Manager.

27. The Irrigation Engineer/On-farm Water Management Officer will have the following qualifications and experience:

- The Engineer is required to have qualifications in engineering and further training relevant to irrigation design and construction and on-farm water management.
- Preferably five years' experience in the design and construction supervision of small-scale irrigation schemes.
- Have good understanding of small contract management.
- He/she should have a good communication and coordination skills.
- Understand sub-national administration management, policies, procedures and commune bidding processes.

### **C. TORs for counterpart staff under NCDDS**

28. NCDDS will be the executing agency and will establish a project management unit to be headed by a Project Director and a Project Manager. NCDDS will also be an implementing agency for Output 1 and partly for output 3 at the national and sub-national level.

29. For the NCDDS executing agency functions, there will be eight staff positions:

- (i) Project Director
- (ii) Project Manager
- (iii) Administration and Finance Officer
- (iv) Accounting Officer
- (v) Planning, M&E and Reporting Officer
- (vi) Gender Focal Point
- (vii) Livelihood Improvement Group and Rural ICT Coordinator
- (viii) National Safeguards Officer

30. The TORs for each position are as follows.

#### **1. Project Director**

31. The NCDDS as the executing agency will have a senior and experienced staff member as the Project Director with a background in the management of decentralization and deconcentration reforms and rural development projects/programs. The Project Director will be responsible for managing and coordinating the project with authorities delegated by the NCDDS as provided by the Standard Operating Procedures (SOP). He/she will need to share information on project physical and financial progress with MAFF to incorporate it into a single project performance and monitoring system (PPMS) and single project reports to be submitted to the Project Steering Committee (PSC), project co-financiers or related project stakeholders. The tasks include, but are not limited to the following:

- Oversee the work of the Project Manager for the NCDDS functions to ensure that the project implementation is in line with government policies, guidelines, including the SOP and the evolving framework for sub-national government and follows the provisions of the ADB loan and grant agreements and IFAD financing agreement. Liaise with ADB and IFAD concerning all aspects of project implementation and compliance with the ADB loan and grant agreements and IFAD financing agreement.
- Provide the Chairman of the PSC with regular progress reports including information on physical and financial progress made; issues outstanding and

actions recommended and obtain the PSC concurrence to the project policy agenda and action plans.

- Ensure that national level inter-ministry co-ordination for the TSSD-AF project and with the other ADB and IFAD projects in the Tonle Sap Basin, and projects and programs of other agencies operating in the project provinces, and maximizing the synergy for development in the Tonle Sap Basin.
- Ensure that the project's target beneficiaries (i.e., LIGs, MIGs, service teams, and other groups) are provided with timely and effective technical support by the NCDDS national and sub-national teams.
- Coordinate with MEF concerning the flow of funds to the commune councils for commune level investments and propose revisions to the arrangements if necessary.
- Ensure that the NCDDS and the sub-national project agencies implement the gender action plan.
- Oversee the coordination with MEF, MAFF, NCDM Secretariat and MPTC in all policy and major operational matters related to the project implementation e.g., flow of funds to commune councils and micro finance institutions and propose revisions to the arrangements, if necessary.
- Provide MAFF project management unit with regular progress reports, including information on physical and financial progress made, issues outstanding and actions recommended.
- Appoint an independent auditor for NCDDS, acceptable to the co-financiers (within 90 days of loan/grant effectiveness) and with terms of reference acceptable to the co-financiers.
- Respond to the audit findings and recommendations and communicate the results of the audit to the PSC, ADB and IFAD.

32. The Project Director will have the following qualifications and experience:

- A relevant post-graduate university degree in public administration, rural development, international development or appropriate management discipline, postgraduate study an advantage.
- Preferably 10 years' experience of working in governance reforms, rural development projects/programs and experience of ADB procedures, policies and financial rules and regulations.
- Excellent understanding of sub-national administration system, policy and procedure. Knowledge of government policies and procedures and the government's ongoing reforms of sub-national governance and other reforms would be advantage.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Excellent computing skills and familiarity with desktop applications, cloud based tools and the use of computing devices including smartphones and related mobile and other applications.
- Familiarity with digital management tools and technologies.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

## 2. Project Manager

33. The NCDDS will have one senior and experienced staff as the Project Manager, who will work full-time as part of the project management team of TSSD-AF in the NCDDS and will be responsible for overseeing the implementation of the project activities under the responsibility of NCDDS including the Finance, Loan and Grant Administration and Procurement under TSSD-AF. The Project Manager will manage the project in accordance with ADB loan and grant agreements and IFAD financing agreement, the PAM and relevant systems and procedures required by the financiers, and MEF. S/he will need to have a strong background in the management of the decentralization and deconcentration programs for support to sub-national level structures, systems and procedures. S/he will be accountable to the Project Director of NCDDS. The tasks include, but are not limited to, the following functions:

**a. General Management and Coordination**

- Assist the NCDDS Project Director to supervise and coordinate the management and implementation of the TSSD-AF rural infrastructure supporting agriculture productivity and livelihood activities at sub-national levels.
- On a daily day basis, oversee the work of the NCDDS staff to ensure that all aspects of project implementation are in line with government policies, guidelines and the evolving framework for sub-national government and follow the provisions of the ADB loan and grant agreements and IFAD financing agreement .
- Manage the project's administrative, financial and procurement systems and the NCDDS' implementing agency administrative and financial management systems.
- Provide supervision and coordination in the management and administration of the staff in the NCDDS for both executing and implementing agencies related staff.
- Assist the NCDDS Project Director to ensure that the project's target beneficiaries (i.e., LIGs, MIGs and other farmer groups) are provided with timely and effective technical support by the NCDDS national and sub-national teams.
- Coordinate with MEF, MAFF, NCDM Secretariat and MPTC in all decentralization and deconcentration related policy and major operational matters during the project implementation.
- Represent and promote the project in national and international arenas as required and maintain close continued collaboration with other development partners on rural development issues relevant to the project.
- Prepare and process in a timely manner all legal documents, contracts and agreements of project activities.
- Support the organization of the Project Steering Committee (PSC) meetings regularly and on demand basis.
- Participate in the provision of technical and policy guidance and other meetings.
- Participate in the six monthly supervision and other review missions organized by ADB and IFAD.
- Prepare regular reports on the performance of the NCDDS financial management, including progress, problems faced and solutions for submission to the NCDDS Project Director and other Project Managers.
- Provide the NCDDS Project Director with regular status reports including information on progress made, issues outstanding and actions recommended.

**b. Finance and Loan and Grant Administration**

- Oversee the staff engaged in Financial Management, Loan and Grant Administration and Procurement under TSSD-AF in accordance with ADB loan and

grant agreements and IFAD financing agreement, the PAM and relevant systems and procedures required by the financiers, the MAFF and MEF.

- Provide guidance to the NCDDS finance and procurement staff working in the TSSD-AF project team.
- Coordinate and ensure timely and accurate consolidation of annual work plans and budgets of TSSD-AF.
- Ensure that the financial managements systems and internal controls are in place and strictly enforced for transparency and accountability of use of public funds under the projects.
- Address all financial management and procurement issues when they arise.
- Ensure timely transfer of funds to all project parties at the national and sub-national levels for project implementation.
- Coordinate the management of cash flow of the project financing.
- Ensure that the NCDDS can undertake the following detailed financial management tasks; (i) opening and operating the NCDDS advance accounts following MEF approved procedures; (ii) disbursement of funds to subnational bank accounts, including the commune council bank accounts, to the prescribed fund flow arrangement; (iii) preparation in a timely manner of the withdrawal applications for approval by MEF and submission to ADB and IFAD for reimbursement.
- Ensure a smooth harmonization between the monitoring and evaluation (M&E) and financial systems.
- Coordinate and oversee the work of the staff in order to deliver adequate and timely financial services, provide financial information and prepare withdrawal application.
- Supervise the functioning of the physical and financial reporting systems and procedures at the national and sub-national levels.
- Supervise the operation of advance accounts to ensure availability and efficiently operation of the accounts;
- Ensure that the financial managements systems, fund flow procedures and procedures for the use of special advances to enable funds to flow as and when required.
- Supervise timely accounts reconciliation at all levels and manage cash flow to facilitate smooth flow of funds to all concerned implementing agencies.
- Regularly monitor the execution of the project annual work plans and budgets under the NCDDS supervision structure.
- Review payment and disbursement requests from the sub-national level.
- Review and certify all statements of expenditures and withdrawal applications before submission to the financiers through the MEF.
- Take lead in project auditing and good financial management and assist the Auditor to conduct his/her audit responsibilities.
- Ensure that auditors' recommendations are implemented once they have been endorsed by the NCDDS and other project parties.

### **c. Procurement**

- Ensure that the procurement processes and procedures are in place and strictly enforced in according to the procurement guidelines of the financier.

- Supervise the preparation of annual updated procurement plans and regular progress reports against procurement plan and ensure timely and effective implementation of the consolidated project procurement plan.
- Supervise the preparation of procurement packages, documents and processes at the national level following project procurement guidelines, and monitor and follow up procurement implementation progress at national and subnational level.
- Provide instruction and capacity building to project staff on procurement related matters.
- Supervise the staff to prepare and update contracts register and inventory list.
- Coordination with ADB, IFAD, and MEF as well as the Procurement Officers at the national and sub-national levels on procurement related matter.

#### **d. Planning, Monitoring & Evaluation and Reporting**

- Provide support to ensure that the PAM and all operational procedures comply with the government, MAFF, and ADB policies and update the PAM and policies as and when necessary.
- Oversee the implementation of the project's planning system, the consolidation of the annual work plans and budgets and ensure that the annual work plans and budgets incorporate the lessons learned from past IFAD and ADB project experience as well as from this project.
- Ensure that all NCDDS M&E data is passed to MAFF project management unit in compatible formats for incorporation in a single TSSD-AF project performance and monitoring system (PPMS).
- Oversee the design, establishment and implementation of the project's M&E system and the associated progress and other reporting to NCDDS, MAFF, ADB and IFAD; establish and maintain the project implementation database.
- Ensure that the NCDDS can provide the administrative and secretarial support required by the PSC.
- Ensure the implementation of the gender action plan and regular updates of progresses with gender aggregated data in accordance with gender monitoring framework.
- Ensure the implementation and monitoring of the environmental assessment and review framework (EARF), and indigenous people planning framework (IPPF), as well as applicable initial environmental examination (IEE), environmental management plans (EMPs), and indigenous peoples plans.
- Coordinate with the General Department of Resettlement on the implementation and monitoring of the resettlement framework and resettlement plans (where required).
- Ensure full cooperation and support (of provincial and national teams) is extended to NCDDS team members assigned for coordination of gender issues (i.e., gender focal point) for field activities for regular updates of gender action plan.
- As the executing agency coordinate with MEF, MAFF, NCDM Secretariat and MPTC in all major operational matters related to the project implementation.
- Develop and manage the program capacity building for the NCDDS sub-national levels.
- Manage the communication network, including the web site and use of print and broadcasting media, reporting of project progress and publication of best practices.
- Provide national level inter-ministry coordination with the other ADB and IFAD projects in the Tonle Sap Basin, and projects and programs of other agencies

operating in the project provinces, to ensure maximum synergy of development in the Tonle Sap Basin.

- Undertake other tasks assigned by the NCDDS Project Director.

34. The NCDDS Project Manager will have the following qualifications and experience:

- A relevant post-graduate university degree in management, political sciences or appropriate discipline; postgraduate study an advantage.
- Preferably 10 years' experience of working in decentralization and deconcentration, rural development projects/programs and experience of ADB and/or IFAD procedures, policies and financial rules and regulations; experience working at sub-national level and for an NGO program would be an advantage.
- Knowledge of government decentralization and deconcentration policies and procedures, and the government's ongoing reforms of sub-national government.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

### **3. Administration and Finance Officer**

35. The NCDDS will have one senior and experienced staff as the Administration and Finance Officer, who will work full-time as part of the project management team of TSSD-AF in the NCDDS and will be responsible for overseeing the project financial management system under NCDDS. S/he will report to the NCDDS Project Manager. The tasks include, but are not limited to the following functions:

- Manage the NCDDS financial management functions in line with the government's requirements and systems, and ADB loan and grant agreements and IFAD financing agreement.
- Provide oversight and guidance to the NCDDS Project Manager in all levels on all matters pertaining to the smooth operation of the TSSD-AF project, in accordance with procedures and obligations specified in implementation arrangements detailed in the project administration manual (PAM).
- Liaise with all stakeholders, MEF, MAFF, MPTC, NCDM Secretariat, ADB, IFAD, government agencies, etc., involved in the implementation of the TSSD-AF to ensure effective administration and financing of the project and to ensure timely disbursements and efficient use of project funds.
- Ensure that the financial managements systems including the NCDDS advance accounts, fund flow procedures at sub-national level and procedures for the use of special advances enable funds to flow as and when required to the provinces, districts and commune councils.
- Prepare the terms of reference for the project audit for subsequent approval by the NCDDS Project Director and manage the subsequent tendering process; auditing of the project financial statements and associated records and accounts will be in accordance with International Standards on Auditing.
- Ensure that NCDDS can undertake the following detailed financial management tasks; (i) open and operate the project advance accounts, following MEF approved procedures; (ii) disburse funds to the sub-national level to support the annual work plans and budgets; (iii) prepare in a timely way the withdrawal applications for

approval by MEF, and submission to ADB for reimbursement; and (iv) review and consolidate the annual provincial annual financial statements and those produced at national level by the NCDDS, and the implementing agencies for submission to ADB and IFAD.

- Provide financial management assistance and training for the DST members in the areas of accounting, cash flow management, financial reporting, the proper maintenance of the project accounts, estimating expenditure and monitoring budgets and the preparation of budgets and budget revisions.
- Ensure both national and sub-national staff under NCDDS have a good understanding of all the government administrative/personnel policies including those related to: (i) asset inventories; (ii) proper and effective use, maintenance, storage and disposal of equipment; (iii) maintenance of offices; and (iv) management of correspondence.
- Prepare regular reports on the performance of the NCDDS financial management covering progress, problems faced and resolved for submission to the NCDDS Project Director and NCDDS Project Manager.
- Provide the NCDDS Project Director and NCDDS Project Manager with regular status reports, including information on progress made, issues outstanding and action recommended.
- Undertake other tasks assigned by the NCDDS Project Director and NCDDS Project Manager.
- Maintain all administrative and personnel documents, technical assistance and consultant contracts.
- Undertake other tasks assigned by the NCDDS Project Manager.

#### **4. Accounting Officer**

36. The NCDDS will have one senior and experienced staff member with a background in project management and accounting for overseeing the project's management and accounting at NCDDS. S/he will report to the NCDDS Project Manager. The tasks include, but are not limited to the following functions:

- Maintain financial records and financial system of all operations TSSD-AF, which conform to accounting standard and best practices of standard operating procedure and to the project's financial management manual.
- Perform monthly reports and prepare cash and bank reconciliation reports to the NCDDS Project Manager. Provides update of fund disbursement and of possible need for adjustment.
- Ensure sufficient and timely disbursements of cash to project activities as per request.
- Coordinate with all national staff and consultants to ensure that procurements and payments have been properly approved and authorized.
- Coordinate with MEF, ADB, and IFAD to ensure that the flow of document, reports disbursement are running in timely and smoothly.
- Ensure timely payment of bills with prior approval by the NCDDS Project Manager
- Ensure that the same system of financial recording and reporting are in place at all levels and in line with donors system and procedure. Perform visits to the target project province, district and communes when necessary.
- Ensure that all expenditures at the offices are properly recorded in the ledger and that all expenditures are properly authorized on the appropriate vouchers and

accompanied by appropriate original receipts. Report discrepancies to the Project Manager and make corrections as advised.

- Prepare documentation for transfer of commune development fund variable block grants from NCDDS advance account to the commune council bank accounts in target communes.
- Ensure sufficient and timely disbursements of cash to project activities as per request.
- Assist the NCDDS Project Manager in performing control checks and audit of the field offices.
- Undertake other tasks assigned by the NCDDS Project Manager.

37. The Accounting Officer will have the following qualifications and experience:

- A relevant post-graduate university degree and/or combination of appropriate experience, postgraduate study an advantage.
- Preferably five years' experience with the financial management of rural development programs/projects; experience with decentralized financial management systems would be an added advantage.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government, ADB, and IFAD procedures, policies and financial rules and regulations.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Excellent English communication skills, written and spoken; and
- Availability and willingness to undertake visits to the target communes.

#### **5. Planning, Monitoring and Evaluation and Reporting Officer**

38. The NCDDS will have one senior staff member responsible for project planning, monitoring and evaluation (M&E) and reporting. S/he will report to the NCDDS Project Manager. The tasks include, but are not limited to the following functions:

- Design and manage the project's planning, budgeting and reporting functions in line with government's procedures & the requirements of the ADB loan and grant agreements, and IFAD financing agreement.
- Assist in the design and operation of an M&E system for the NCDDS (including suitable indicators for the baseline, mid-term and project completion reviews) satisfactory to the co-financiers.
- Assist in the consolidation of the annual work plan and budget through the participatory planning workshops conducted at district, provincial and national level for submission to ADB by 15 November of the previous year.
- Develop a work plan and schedule for monitoring and evaluation of specific implantation contracts in accordance with approved criteria.
- Review the quarterly monitoring reports received from each of the implementing agencies and assist in the consolidation of the Quarterly Progress Reports for submission to the NCDDS Project Manager in accordance with reporting guidelines and procedures.
- Provide training in planning, budgeting and reporting systems and procedures to staff at the sub-national level.

- Provide the NCDDS Project Director and NCDDS Project Manager with regular status reports, including information on progress made, issues outstanding and actions recommended.
- Provide support and training to relevant staff at the sub-national level to ensure that the design and implementation of project financed implementation contracts address M&E concerns.
- Mainstream M&E practices to technical staff particularly the qualitative aspects e.g., impact assessment, comparison of farmers' practices and new technologies, satisfaction of the services provided.
- Ensure that all NCDDS M&E data is passed to MAFF project management unit in compatible formats for incorporation in a single TSSD-AF project performance management system.
- Ensure that the monitoring and evaluation of the annual work plan and budget at sub-national level and within NCDDS/PST is carried out in accordance with established guidelines and procedures and provide any support required.
- Receive and arrange for reproduction and circulation of reports, studies and other project documentation from consultants as appropriate;
- Undertake other tasks assigned by the NCDDS Project Manager.

39. The Planning, M&E and Reporting Officer will have the following qualifications and experience:

- A relevant post-graduate university degree in appropriate social science discipline: postgraduate study an advantage.
- Preferably five years' experience of planning, monitoring and reporting in rural development projects/programs; experience with government planning process, M&E systems and reporting procedures at the national and sub-national levels and working at sub-national level would be an advantage.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government, ADB, and IFAD procedures, policies and financial rules and regulations.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

## **6. Gender Focal Point**

40. The NCDDS will have one senior staff member responsible for gender issues. S/he will report to the NCDDS Project Manager. The tasks include, but are not limited to the following functions:

- Monitor the implementation of the gender action plan in relation to the activities under the responsibility of the NCDDS.
- In collaboration with the Gender Focal Point in each PST and DST ensure that the relevant information on gender relating to the activities under NCDDS responsibility are updated at the sub-national level in the Gender Monitoring Framework on a quarterly basis.

- Assist in the updating of the gender action plan reported for inclusion in the quarterly progress report that is compiled by the project implementation consultant team.
- Ensure that gender sessions are included in relevant technical and capacity building trainings and where needed act as a resource person during the training to ensure that gender concerns are addressed.

41. The Gender Focal Point will have the following qualifications and experience:

- A relevant university degree in appropriate social science discipline: postgraduate study an advantage.
- Preferably five years' experience in rural development projects/programs.
- Experience in gender issues in rural development.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government, ADB, and IFAD procedures, policies on gender.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

#### **7. Livelihood Improvement Group and Rural ICT Coordinator**

42. The NCDDS will have one senior staff member as the Livelihood Improvement Group (LIG) and Rural ICT Coordinator to monitor and supervise the support for the formation and strengthening of the LIGs and market improvement groups (MIGs) in each province in close coordination with the provincial PSTs, the implementation of the Commune Mobile Access Program. S/he will report to the NCDDS Project Manager and will liaise with the MPTC project team also. The tasks include, but are not limited to the following functions:

- Monitor and supervise the work of the PSTs and the delivery of guidance and advice to the PST members and the provision of technical backstopping for the Commune Mobile Access Workers (CMAWs).
- Provide guidance to the provincial teams for the delivery of training and mentoring for the DSTs, CMAWs, commune councilors and LIG and MIG leaders in each province and act as a resource person where needed.
- Monitor the progress of the special service providers (SSP) in each province during the implementation of their contracts to (i) provide capacity building training and mentoring for the LIGs (SSP 7); (ii) support the LIG animal health improvement and production program (SSP 8); (iii) support the LIG commercial vegetable production program (SSP 8); (iv) develop savings capacity and service teams (SSP 7); (v) provide support to value chain development (SSP 8); (v) provide support to MIG marketing efforts and the brokers organized (SSP 8), and (vi) provide technical and other trainings.
- In cooperation with the provincial teams monitor the progress of recruitment of SSP/trainers by the commune councils and review the assessments by the PSTs the delivery of training for LIG, identify any difficulties in their recruitment in each province and assist in addressing any difficulties that are encountered.
- Monitor the establishment of linkages in each province between the LIGs, MIGs, and the agricultural marketing and rural ICT initiatives including the CMAWs and the team of ICT consultants and SSP 8 so that the LIG members are enabled to

benefit from improved access to market information and to connect to specific value chains for agricultural commodities.

- In cooperation with provincial teams monitor the progress of the Commune Mobile Access Program and other extension programs (including field day, radio program, etc.) and assist in the identification of the need for content adjustment (format), additional extension materials and other hardware which may be required by the CMAWs.
- Attend the Provincial Monthly Coordination Meetings to identify and discuss issues arising related to LIG formation and Rural ICT activities.
- Develop and maintain an appropriate database to track the progress and activities of all LIGs and MIGs.
- Undertake other duties as directed by the NCDDS Project Manager.

43. The LIG and Rural ICT Coordinator will have the following qualifications and experience:

- A relevant university degree in rural sociology and combination of post-graduate qualifications in agriculture with appropriate agricultural and rural development experience.
- Preferably five years of community/rural development work with experience of livelihood improvement activities for poor rural communities and in facilitating the adoption of market based agricultural production.
- Sound understanding of rural community structures, markets and dynamics and appreciation of gender roles and the needs of ethnic minorities;
- Familiarity with similar projects supported by ADB and/or IFAD;
- High level of computer literacy including word processing, spreadsheets and power point programs and high level of Internet literacy including about the use of mobile devices and in particular of smartphones and tablets, and of the internet and social media.
- A basic understanding of the status and development of rural telecommunications infrastructure in the TSSD-AF provinces and of the services provided by mobile network operators that could benefit the TSSD-AF project.
- Excellent English communication skills, written and spoken.
- Willingness to conduct regular visits and work in rural areas and remote communes/villages.

#### **8. National Safeguards Officer**

44. The officer will work on behalf of NCDDS and coordinate with the commune councils and PSTs to ensure that environmental and social safeguards are implemented in the subprojects. The officer will report directly to the NCDDS Project Director and Project Manager. The position is full time and its duration is for at least the first three years of the project. In coordination with subnational government counterparts and working closely with the social safeguards specialist, the environmental safeguards specialist and climate change specialist of the Infrastructure Design and Supervision consultant team, the officer will:

- Assist the commune councils to implement the environmental management plan (EMP) or Environmental Code of Conduct measures for each subproject.
- Provide training to commune councils and contractors as necessary to facilitate implementation of the EMP or Environmental Code of Conduct.
- Assist commune councils in their monitoring responsibilities under the EMP.

- In coordination with the General Department of Resettlement, assist the commune councils to implement the resettlement plan (if applicable) for each subproject.
- Assist the commune councils to implement the indigenous peoples plan (if applicable) for each subproject.
- Assist commune councils in their monitoring responsibilities under the resettlement plan and indigenous peoples plan (if applicable)
- Working with the implementing agency's complaint unit, implement the project grievance redress mechanism (GRM) for social and environmental safeguards, including: (i) instruct the commune councils and other local agencies on their responsibilities in the GRM; (ii) establish a simple registry system to document and track grievances received (including forms to record complaints and how they have been resolved); and (iii) prepare reports on progress of the GRM for inclusion in the semi-annual environmental monitoring and quarterly project progress reports to ADB and IFAD.
- Assist the Environmental Safeguards Specialist and Climate Change Specialist within the Infrastructure Design and Supervision consultant team to develop check lists for climate change impacts which can be applied for both rural infrastructure and livelihood supported activities and develop guidelines on how the commune councils and LIG, MIG, and paddy selling groups members can best respond to increasing climatic variability and the prospects of adverse changes during the design processes.
- Support consultations and assist on local safeguards documentation disclosure, and assist in updated initial environmental examination and EMPs and monitoring report information in accordance with the environmental assessment and review framework and in compliance with ADB's Safeguards Policy Statement, 2009.
- Support consultations and assist on local safeguards documentation disclosure, and assist the EAs in updating the and indigenous peoples plan (if applicable) and monitoring report information in accordance with the indigenous peoples planning framework and in compliance with ADB's Safeguards Policy Statement 2009.
- Support consultations and assist on local safeguards documentation disclosure, and assist the General Department of Resettlement in updating the resettlement plan (if applicable) and monitoring report information in accordance with the resettlement framework in compliance with ADB's Safeguards Policy Statement 2009.
- Provide the Project Director and Project Manager with progress reports for social safeguards including resettlement and indigenous peoples, training progress, issues outstanding and further actions recommended.
- Assist in the preparation of materials for the training of commune councilors, CMAWs, PST, DST members, as well as trainers at provincial level, in the use of these tools, to enable them to deliver further training at commune level.
- Assist the NCDM Secretariat to include climate resilience training at the commune level in the national disaster risk reduction program.
- Ensure that the environmental awareness and capacity building of the project adequately covers the requirements for environmental safeguards.
- Provide the Project Director and Project Manager with progress reports which cover environmental performance of all parties, training progress, issues outstanding and further actions recommended.
- Undertake other tasks as requested by the NCDDS Project Director and Project Manager.

45. The National Safeguards Officer will have the following qualifications and experience:

- An undergraduate degree or higher in environmental management, social studies or related field;
- At least five years of experience in environmental management, social and environmental safeguards monitoring, and/or impact assessment;
- Ability to communicate and work effectively with local communities, contractors, and government agencies;
- An understanding of the relevant government laws and regulations, ADB, and IFAD requirements for social and environmental safeguards of projects;
- Ability to analyze data and prepare technical reports;
- At least three years of field experience in irrigation and roads;
- Willingness to regularly visit the subproject sites; and
- Ideally, proficiency in spoken and written English.

**D. TORs for counterpart staff under CARD**

46. CARD will be engaged as the Project Steering Committee (PSC) for the project.

47. Under CARD there will be three staff positions:

- (i) Project Manager
- (ii) Secretary/Alternate CARD website
- (iii) CARD website officer

**1. Project Manager**

48. The Project Manager will work closely with the MAFF and NCDDDS Project Directors and Project Managers to receive problems and issues and bring these to the attention of CARD management for them to resolve any potential problem hindering the smooth implementation of the project. S/he will assist CARD in strengthening its role in information and knowledge management in the field of agriculture and rural development and support CARD to play its coordination functions.

49. The Project Manager will have the following duties:

- Coordinate with the executing and implementing agencies and other stakeholders to arrange and organize the regular PSC meetings and other meetings as needed and conduct field trips to monitor project implementation progress.
- Assist CARD to review the project implementation approach to ensure that it is consistent with relevant government policies, as well as decentralization and deconcentration action plans.
- Assist CARD to monitor project implementation, including approval of periodic project performance evaluations.
- Assist CARD in providing policy guidance in accordance with the government's Rectangular Strategy, Agriculture and Water Strategy Framework, Decentralization and Deconcentration Reform and Action Plan and the Promotion of Paddy Production and Rice Export Policy.
- Manage the CARD website: [www.card.gov.kh](http://www.card.gov.kh) to provide the single entry point for the Cambodian Agriculture and Rural Development Information Gateway.

- Implement other tasks as assigned by the chairman of PSC.

50. The Project Manager will have the following qualifications and experience:

- A relevant post-graduate university degree in management, political sciences or appropriate discipline; postgraduate study an advantage.
- Preferably 10 years of experience of working in decentralization and deconcentration, rural development projects/ programs and experience of ADB and IFAD procedures, policies and financial rules and regulations; experience working at sub-national level and for an NGO program would be an advantage.
- Knowledge of government decentralization and deconcentration policies and procedures, and the government's ongoing reforms of sub-national government.
- Knowledge of computer information systems, word processing, database and financial and project management software and of rural telecommunications, the internet and social media, and of mobile devices including smartphones and tablets.
- Excellent English communication skills, written and spoken.

## **2. Secretary/Alternate CARD website**

51. The Secretary is responsible for assisting the Project Manager in all aspects in relation with all incoming & outgoing correspondence, minute taking, telephone calls, telefax messages, e-mail, and visitors. In addition, he/she will be an alternate of CARD's website officer. The staff will report to CARD's Project Manager. The Secretary/Alternate CARD website will have the following responsibilities:

- Receive, register, and distribute all incoming letters, telefaxes, and e-mail.
- Answer all incoming telephone calls, and direct them to the appropriate person.
- Translation documents both of Khmer and English.
- Write letters and memorandum as requested by the Project Manager.
- Prepare minutes for meeting and workshop.
- Work as an alternate to the CARD website officer.
- Undertake other project related duties as assigned by the Project Manager.

52. The Secretary/Alternate CARD website will have the following qualifications and experience:

- Graduate in Management or Administration.
- A minimum of three years of working experience in administration preferably with ADB or IFAD funded projects.
- Must have a working knowledge of the English language and good communication skills in both Khmer and English.
- Fluency in Khmer (speaking and writing).
- Sound computer skills (MS Office applications) and knowledge of email use and of the internet.
- Previous donor funded project experience.
- Proven ability to work within a team composed of international and local staff.

## **3. CARD website officer**

53. The CARD website officer will assist CARD in strengthening its role in information and knowledge management in the field of agriculture and rural development. S/he will have the following responsibilities:

- Coordinate with MAFF, NCDDDS, MPTC, and NCDM Secretariat to install a TSSD-AF project website link in the CARD website and incorporate updated information on the project regularly.
- Update and manage the contents of CARD's organizational website and the Cambodian Agriculture and Rural Development Information Gateway home page.
- Search data and information from other sources to upload into the CARD website and Cambodian Agriculture and Rural Development Information Gateway home page in both English and Khmer and share these with operators of the TSSD-AF project website.
- Develop news or bulletins and other information products for the Cambodian Agriculture and Rural Development Information Gateway.
- Develop an up-to-date website with inputs provided by the CARD.
- Keep the news and events section up to date.
- Improve the website according to user demands.
- Assist CARD in organizing technical meeting and produce information products for dissemination.
- Participate in CARD management meeting and event and write article about CARD's activities to post into the website.

54. The staff will have the following qualifications and experience:

- A bachelor degree in the areas of ICT, management or administration, or relevant field.
- Preferably 10 years of experience in software and hardware installation and configuration.
- Experience in rural ICT in other projects would be an advantage.
- A minimum of three years of working experiences in administration preferably with ADB or IFAD funded projects.
- Must have a working knowledge of the English language and good communication skills in both Khmer and English.
- Fluency in Khmer (speaking and writing).
- Sound computer skills (MS Office applications) and knowledge of email use and of the internet.
- Previous donor funded project experience.
- Proven ability to work within a team composed of international and local staff.

#### **4. Project Staff at the Provincial Level**

55. At the provincial level, joint provincial support teams (PSTs), will be established drawing on staff from the provincial investment department and the provincial department of agriculture, forestry and fisheries (PDAFF). The PSTs will report to a Deputy Provincial Governor and to the MAFF and NCDDDS Project Directors and Project Managers.

56. Under the PSTs there will be five staff positions:

- (i) Provincial Facilitator;

- (ii) Provincial Agricultural Coordinator;
- (iii) Finance/Contract Administration Officer;
- (iv) Provincial Agriculture Marketing and Rural ICT Coordinator; and
- (v) Gender Officer.

**a. Provincial Facilitator**

57. The Provincial Administration will appoint one Provincial Facilitator to work in each target province to coordinate with the provincial support team (PST) and provide support to the district support teams (DST) in undertaking agricultural and commune development activities and related investments financed under TSSD-AF and in delivering technical services for productivity enhancement. S/he will report to a Deputy Provincial Governor and to the MAFF and NCDD Project Directors and Project Managers and will preferably be at the level of a Deputy Director of either the provincial department of agriculture, forestry and fisheries (PDAFFs) or the provincial department of planning and investment. The tasks include, but are not limited to the following:

- Work closely with the staff from the Provincial Planning and Investment Division, Provincial Agricultural Department, and DSTs. S/he will be required to also engage with the Special Service Providers (SSPs) and trainers who are recruited by the commune councils for the provision of technical training in support of the selected livelihood improvement activities of the LIGs, MIGs, and other farmer groups.
- Assist in the formulation of the provincial annual work plan and budget and ensure that priority areas and concerns of the Provincial Planning and Investment Division, and the Provincial Department of Agriculture, Forestry and Fisheries are addressed.
- Provide coordination and support to MAFF General Directorate of Agriculture teams to prepare agricultural training activities in the province covering training needs identified, preparation of training modules and handouts, a training schedule and monitoring of the training, and an assessment of impact.
- Assist in the identification of organizations and/or individuals who MAFF can contract to deliver the agricultural training at provincial level and below.
- Coordinate with the MAFF team and other SSPs recruited for sub-national level agricultural training for DSTs and CMAWs.
- Supervise the Research Station (in Kampong Thom and Siem Reap provinces only) activities to ensure that the rice seed production plans respond to the needs for seed of specific climate resilient varieties, satisfactory standards are maintained on the stations for the production of certified seed and the Research Station established and maintains a bank account to which all station revenue is deposited.
- Attend the MAFF quarterly meetings and circulate the report of these meetings to the Head of the DST and others involved and regularly follow up the issues and solutions identified in the report
- Liaise with staff of other projects in the Tonle Sap Basin, and other agricultural related projects in the four provinces in respect of the provision of agricultural training at sub-national level.
- Check the liquidation reports/receipts compiled by the Finance/Contract Administration Officer before submission to the MAFF Accountant.
- Prepare training needs assessments, training plans and coordinate the delivery of capacity building training for the commune staff and commune councilors and the

CMAWs in respect of the project's activities, planning, project selection, budgeting, etc.

- Provide orientation briefings for the commune councilors, commune clerk, and district governors covering project activities and implementation approaches.
- Provide backstopping and trouble-shooting support to the commune staff for project financed activities.
- Monitor and evaluate the performance and capacity of the commune councils and the SSPs in implementing project-financed activities.
- Assist in the preparation of the provincial annual work plan and budget based on the consolidated proposals of the commune councils, included in their commune investment plans, which are consolidated by the DSTs, for submission to NCDDDS and MAFF.
- Prepare progress reports etc., based on the consolidation of information from the DSTs for submission to the Provincial Administration and by the Provincial Project Management Advisor to NCDDDS at the national level.
- Ensure full cooperation and support is extended to PST members assigned for coordination of provincial gender issues (i.e., Finance/Contract Administration Officer) for field activities for regular updates of the gender action plan.
- Undertake other tasks assigned by the NCDDDS and MAFF Project Directors and Project Managers.

58. The Provincial Facilitator will have the following qualifications and experience:

- A relevant post-graduate university degree relevant to agriculture or rural development; postgraduate study an advantage.
- Preferably 10 years of experience of management and coordination of development programs, experience working at district and commune level would be an advantage.
- Knowledge of the government's ongoing reforms of sub-national government
- Knowledge of government, ADB, and IFAD procurement, planning and M&E policies and procedures.
- Knowledge of computer information management systems, Microsoft Office applications word processing, database management systems and financial and project management software and of the internet and digital communications including the use of mobile telephone, email, mobile devices including smartphones and tablets and related applications, the web and social media.
- Good English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

**b. Provincial Agriculture Coordinator**

59. The project will recruit one Provincial Agriculture Coordinator to work in each target province to provide support to the District Support Team (DST) in undertaking agriculture related investments financed under TSSD-AF and in delivering agricultural technical services for agricultural productivity enhancement. S/he will report to the MAFF and NCDDDS Project Directors and Managers and will be preferably at the level of Deputy Director of the Provincial Department of Agriculture, Forestry and Fisheries . The tasks include, but are not limited to the following:

- Work closely with the staff from the Provincial Support Teams (PST) and DSTs and cooperate closely with the provincial Technical Advisers. S/he will be required

to also engage with the Special Service Providers (SSPs) for the provision of technical training in support of the selected livelihood improvement activities of the LIGs, MIGs, paddy selling groups/rice seed producer groups, and service teams.

- Assist in the formulation of the provincial Annual Work Plan and Budget and ensure that priorities areas and concerns of the Provincial Department of Agriculture, Forestry and Fisheries are addressed.
- Provide coordination and support to the MAFF and NCDDS project management units to prepare agricultural training activities in the province covering training needs identified, preparation of training modules and handouts, a training schedule and monitoring of the training and an assessment of impact.
- Assist in the identification of organizations and/or individuals who MAFF can contract to deliver the agricultural training at the provincial level and below.
- Provide advice on the content of all agricultural training modules and materials in consultation with PSTs and the SSPs recruited by the NCDDS and MAFF and Service Providers/Trainers recruited by commune councils to ensure satisfactory training quality.
- Coordinate with the MAFF and NCDDS project management units and other SSPs recruited for sub-national level agricultural training for DST and CMAWs.
- Supervise the Research Station (in Kampong Thom and Siem Reap provinces only) activities to ensure that the rice seed production plans respond to the needs for seed of specific varieties, satisfactory standards are maintained on the stations for the production of certified seed and the Research Station established and maintains a bank account to which all station revenue is deposited.
- Attend the MAFF Quarterly Meetings and circulate the report of these meetings to the Provincial Facilitator and Head of the DST and others involved and regularly follow up the issues and solutions identified in the report
- Liaise with staff of other projects in the Tonle Sap Basin and other agricultural related projects in the seven provinces in respect of the provision of agricultural training at the sub-national level.
- Check the liquidation reports/receipts compiled by the Finance/Contract Administration Officer before submission to the MAFF and NCDDS accountants.
- Undertake other tasks assigned by the MAFF and NCDDS Project Directors, Project Managers, and the MAFF Project Coordinator.

60. The Provincial Agriculture Coordinator will have the following qualifications and experience:

- A relevant post-graduate university degree relevant to agriculture or rural development; postgraduate study an advantage.
- Preferably 10 years of experience of management and coordination of agriculture development programs, experience working at district and commune level would be an advantage.
- Knowledge of the government's ongoing reforms of sub-national government
- Knowledge of government, ADB, and IFAD procurement, planning and M&E policies and procedures.
- Knowledge of computer information system, word processing, database and project management software.
- Good English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

**c. Finance/Contract Administration Officer**

61. The project will recruit one Finance/Contract Administration Officer to work in each target province to assist the PST in the management of all financial transactions and the liquidation of the expenditure. S/he will report to the Provincial Facilitator of the province. The tasks include, but are not limited to the following:

- Assist the Provincial Facilitator to manage the funds transferred from MAFF and NCDDS to support training and other field activities in the provinces.
- In consultation with the Head of the DSTs, prepare projections of estimated expenditure on a monthly basis for submission to the Provincial Agricultural Marketing and Rural ICT Coordinator and submission to the MAFF and NCDDS project management units.
- Attend training activities at provincial and district level to ensure that all relevant documentation is collected including lists of participants with sex disaggregated data.
- Check and consolidate all receipts/claims for reimbursement from the DSTs and compile the financial statements at the end of each month to account for all expenditure with all requisite supporting documentation including the preparation of Petty Cash, Payment and Bank Receipt Vouchers, Petty Cash Book and management of the Petty Cash, Requests for Fund Replenishments and Bank Reconciliation for submission to the Provincial Facilitator.
- Assist the Provincial Facilitator to compile other documentary requirements to enable him to prepare reports for presentation at the Provincial Monthly Coordination Meetings.
- Attend all provincial and district Monthly Coordination Meetings and provide feedback to the Provincial Agricultural Marketing and Rural ICT Coordinator on the content of the District meetings when the Provincial Facilitator is unable to attend.

62. The Finance/Contract Administration Officer will have the following qualifications and experience:

- A degree or diploma will be required in an administrative/finance management related discipline ideally with some past work experience in the agricultural sector;
- Preferably three years of experience in a similar role, in either government or private sector, involving administrative work and finance and other reporting.

**d. Provincial Agricultural Marketing and Rural ICT Coordinator**

63. The project will recruit one Provincial Agricultural Marketing and Rural ICT Coordinator who is a member of the Provincial Department of Agriculture, Forestry and Fisheries to work in each target province to assist the Provincial Facilitator in the coordination of collection and delivery of data and information on agricultural technologies, markets, prices, demand and related data and information to the DSTs and CMAWs. S/he will report to the Provincial Facilitator of the province. The tasks include, but are not limited to the following:

- Support the establishment of linkages between the LIGs, MIGs, brokers and the agricultural marketing and rural ICT initiatives so that the LIG and MIG members and other farmer groups as well as brokers can better share data and information and benefit from improved access to market information that will help them connect with as many value chains and markets as possible for agricultural commodities.

- Support the collection of data and information from the LIGs, MIGs, brokers and the agricultural marketing and rural ICT initiatives including the CECs so that the LIG and MIG members and other farmer groups can input data and information that will provide more data about supply and demand and the status and operation of agricultural value chains.
- Collect and share data for monitoring the performance of the CMAWs that are located within the target communes and facilitate good linkages between the commune councils and the CMAWs to ensure that the services are fully utilized by LIG members. Ensure that this data is acquired by the TSSD-AF “Data Collection and Content Development” service. Use digital communications and devices including tablets, smartphones and the internet and mobile networks for this purpose.
- Support the planning and organization of local radio, TV or other analogue and/or digital communication channels to support field extension activities and promotion. This includes the use of social media including Facebook, the production of podcasts or of slide shows, digital videos, etc. to disseminate the project’s field activities and results to wider public.
- Support the establishment of effective linkages between the DSTs and the LIGs, MIGs and other farmer groups to ensure that the group members are able to benefit from improved agricultural technologies which are promoted under the Mobile Commune Access Program through the CMAWs as well as other extension outlets/events (i.e., radio, field days, other good experiences/projects) within the province. Use digital devices, the internet and mobile networks for this purpose.
- In cooperation with DST members and MAFF Rural ICT Coordination, Extension, Digital Services and Marketing Officer, regularly monitor the effectiveness of the Commune Mobile Access Program and other extension programs and identify the need for content adjustment (format), additional extension materials and other hardware which may be required by the CMAWs. Collect the data required for this purpose and transmit using the digital tools including the internet, mobile networks, as well as storage devices such as SD cards, USB thumb drives, etc. for sharing.
- In cooperation with DSTs, monitor the recruitment of Service Providers/Trainers that are recruited by the commune councils and conduct field visits to observe and collect measurable performance data about the delivery of training for LIG members, other farmer groups, and the establishment of farmer group based demonstration models and promote the deployment of local farmers who managed such models or similar local expert/experienced farmers as trainers.
- Facilitate the collection, sharing and analysis of marketing data and information that is important to the LIG and MIG members and to brokers and communicate this utilizing the internet and the TSSD-AF website, social media (Facebook), voice communications or digital storage devices and any other tools necessary to reach the CMAWs through the Commune Mobile Access Program and the data analytics services of the TSSD-AF project.
- Guide the rice seed producer groups in promoting and marketing of good quality seed of climate resilient rice varieties and in establishing linkages with farmer water user groups, paddy selling groups, rice millers, wholesalers and inputs dealers.
- Undertake other duties as directed by the Provincial Facilitator.

64. The Provincial Agricultural Marketing and Rural ICT Coordinator will have the following qualifications and experience:

- A degree or diploma is required in an agriculture or related discipline and further training in agricultural marketing and extension communications methodologies.
- Preferably three years of experience in a similar role, in either government or private sector, involving administrative work and the financial and other reporting.
- Knowledge of computer information management systems, Microsoft Office applications, database management systems and financial and project management software and of the internet and digital communications including the use of mobile telephone, email, mobile devices including smartphones and tablets and related applications including the web and social media.

**e. Gender Officer**

65. The project will recruit one staff from the Department of Women's Affairs in each province as a member of the PST who act as the Provincial Gender Officer. S/he will be responsible for providing support to the District Gender Mainstreaming and LIG Support Officers and coordinating with them for the delivery of training to the members of the Commune Committee for Women and Children (CCWC). S/he will report to the Provincial Facilitator of the province. The tasks include, but are not limited to the following:

- Monitor the implementation of the gender action plan in relation to the activities implemented in the province and collect and provide monitoring and evaluation data to the Data Collection and Content Development Officer.
- Assist in the delivery of training for the District Gender Mainstreaming and LIG Support Officers to improve their capacity to assist the CCWCs.
- In collaboration with the Gender Mainstreaming and LIG Support Officer at district level team, ensure that the relevant information on gender relating to the activities are updated at the provincial level.
- Ensure that gender sessions are included in relevant technical and capacity building trainings and where needed, act as a resource person during the training to ensure that gender concerns are addressed.

**9. Project Staff at District Level**

66. At district level, joint district support teams (DSTs), will be established drawing on staff from the district administration and the district agricultural office. The DSTs will report to a Deputy Provincial Governor and to the MAFF and NCDDDS Project Directors and Project Managers through the Provincial Facilitator.

67. Under the DSTs there will be four staff positions:

- (i) Head of District Support Team
- (ii) District Finance Officer
- (iii) Agriculture Extension and Rural ICT Support Officer;
- (iv) Gender Mainstreaming and LIG Support Officer.

68. The DSTs will work in partnership with the special service providers (SSPs), PST and Commune Mobile Access Workers (CMAWs) working in the target communes in their district, and receive technical backstopping from MAFF and NCDDDS teams, in the delivery of technical services for livelihood and agricultural productivity enhancement to the commune councils and the LIGs, MIGs, and paddy selling groups. They are required to assess agricultural-based livelihood options for the poor rural households and provide recommendations on agricultural

technical or extension demonstration models, and to assist in monitoring of outsourced agricultural technical skills training for farmer groups, and ensure the mainstreaming of gender considerations in all activities. Each DST member acts as the focal point for (2 to 3) selected communes within the district and is responsible for coordinating the support to the farmer groups in those communes.

69. The main activities are as follows:

- Provide assistance during the LIG formation process to ensure that the procedural guidelines are strictly followed and the poor households are given priority for membership of the groups.
- Provide guidance during the identification of livelihood improvement activities by the LIG members, to ensure that the activities selected are viable, and during the formation of the Co-Liability Groups by the group members.
- Guide the commune councils during the procurement of qualified local Service Providers/Trainers who can bid to provide technical skills training to the LIG members based upon their selected livelihood improvement activities.
- Monitor the activities of the Service Providers/Trainers that are procured by the commune councils and assess and ensure the quality of the training delivered and provide technical inputs where required. Collect and share data about these activities for reporting and monitoring and evaluation.
- Support SSPs to organize farmer group field demonstrations (crop, livestock or aquaculture) and farmer field schools for climate resilient rice production with rice seed producer groups and promotion/extension activities (i.e., field day, quality seeds promotion workshop, etc.) and facilitate the distribution of agricultural extension materials to the farmer group members to supplement the Mobile Commune Access Program.
- Assist in the organization of field days, training and agricultural development meetings, associated with ongoing on-farm demonstrations.
- Monitor the activities of the village animal health workers in implementing the livestock vaccination programs for the farmer group members. Collect and share data about these activities for reporting and monitoring and evaluation.
- Provide training and technical support as needed for CMAWs, commune extension agents, and village animal health workers.
- Organize and conduct beneficiary monitoring, participatory impact assessment and economic analysis exercises for the livelihood activities.
- Compile progress reports on a monthly basis to the Head of the DST to document training, implementation, gender mainstreaming, results, reaction of farmer group members, and propose possible adjustments to the activities.
- Assist with the collection of district level data drawing on information from the communes that each team member is responsible for. Collect and share this data for reporting and monitoring and evaluation.
- Ensure that the new district administrations and commune councils are fully aware of the TSSD-AF activities in the target communes and that they are regularly updated on the progress of the activities. Collect and share this data for reporting and monitoring and evaluation.
- Assist the commune councils to consolidate development/work plans, budgets and monthly progress reports and forward the information to the provincial investment department. Collect and share this data for reporting and monitoring and evaluation.

- Participate in monthly meetings of the commune councils and assist in resolving project implementation issues that may arise.
- Support the activities of SSP 8 and their locally appointed brokers to support value added opportunities for MIGs.

**a. Head of District Support Team**

70. The Head of the DST will report to a Deputy Provincial Governor and to the MAFF and NCCDS Project Directors and Project Managers through the Provincial Facilitator and will have the following responsibilities:

- Mobilize the DST to implement the field activities for the conduct of the agro-ecosystems analysis, formation of the LIGs, organization of farmer lead group demonstrations, cross visits, etc., with guidance from the Provincial Department of Agriculture, Forestry and Fisheries staff where required.
- Coordinate the support of the DST members, and provide direct assistance where needed, to the commune councils and CMAWs during the LIG formation process and the identification of livelihood improvement options by the LIG members.
- Assist the commune councils in the procurement of Service Providers/Trainers to provide technical skills training to the LIG members in support of their livelihood improvement activities.
- Organize and monitor the work programs based upon the commune coordination responsibilities assigned for all DST members and support the development of civil works funded by TSSD-AF in project communes.
- Organize regular monthly planning and monitoring meetings for the DST members that may be attended by selected farmer groups and other beneficiaries.
- Organize quarterly value chain meetings and after two years annual follow-up meetings.
- Lead the conduct of beneficiary monitoring, participatory impact assessment and economic analysis exercises for livelihood activities.
- Collate the monthly reports from the DST members and submit monthly progress reports to the Provincial Agricultural Coordinator and ensure that all monitoring and reporting is accomplished in a timely manner.
- Participate in Provincial Monthly Coordination Meetings to report on monthly progress report and some issues that happen in the month.
- Participate in commune bidding meetings for rural infrastructure subprojects to assist in the bidding process and resolving issues that may arise in the bidding event.
- Assist the commune councils to prepare safeguards report for environment impact, land study, and ethnic minorities that are affected by the project.
- In cooperation with the design and supervision consultants, support the commune Project Management Committee in the evaluation of civil works during construction of rural infrastructure subprojects and the processing of progress payments to the contractor.
- In cooperation with the DST members support the commune staff during the procedures for the selection of poor households and the formation of the LIGs in the target villages.
- Ensure full cooperation and support (of DST and commune council staff) is extended to District Gender Mainstreaming and LIG Support Officer (Department

of Women's Affairs under DST) for field activities for regular updates of gender action plan.

- Provide assistance to field staff deployed by the SSPs, which are recruited by NCDDS and MAFF, to coordinate their support to farmer's groups LIGs in each target village/commune.
- When necessary, provide back-up support to the commune councils and the CMAWs for the preparation of the progress reports required and the operation of the commune bank accounts.

71. The Head of District Support Team will have the following qualifications and experience:

- Bachelor degree in rural sociology or related discipline and further training in management skills.
- Three years of appropriate experience working in a national or provincial government agency or with an NGO involved in rural development activities.
- Good communication and computer skills for the consolidation of commune level data and preparation of reports.
- Skilled in the use of the internet and of mobile communications and devices such as smartphones, etc., for sharing data and information.

**b. District Finance Officer**

72. The district will have one senior member of their financial division as the District Finance Office to manage the financial transactions of the commune councils under the TSSD-AF variable commune block grants and to provide support to strengthen district and commune financial management capacity. The District Finance Officer will report to the Head of the DST. The tasks include, but are not limited to the following:

- Assist the commune councils in the formulation and review of the district and commune work plans and budgets prior to submission to the district administration; to ensure that financial information and budget allocations are consistent with TSSD-AF procedures and guidelines.
- Following approval of the district annual work plan and budget, assist the commune councils and the investment department of the district administration in the prior review and appraisal of implementation contracts to ensure that financial information and budgets are reflected correctly in the contract document according to the agreed formats and that the budget is consistent with the approved allocation.
- Ensure proper cash management of all resources allocated for the commune block grants and district administration so that all accounts are maintained properly and process requests for replenishment in a timely manner.
- Review payment requests submitted by commune councils and other implementing agencies and execute payments based on proper certification and approval.
- Manage the district administration Petty Cash and project district bank account and ensure proper monthly reconciliation of bank accounts.
- Ensure that accounting procedures as specified in the relevant Financial Management Manual are carried out correctly including the maintenance and reconciliation of financial records, preparation of periodic financial statements and

reports, updating of the chart of accounts and the enforcement of internal control mechanisms at all levels.

- Provide guidance and training to the commune councils on financial rules and procedures pertaining to contract implementation.

73. The District Finance Officer should have the following qualifications and experience:

- Bachelor degree or professional qualification in a subject relevant to rural finance.
- Three years of appropriate experience working in a national or provincial government agency or with an NGO involved in rural development activities.
- Above average communication skills in Khmer and English and computer skills for the consolidation of commune level data and preparation of reports.
- Skilled in the use of the internet and of mobile communications and devices such as smartphones, etc., for sharing data and information.

**c. Agriculture Extension and Rural ICT Support Officer**

74. The Agricultural Extension and Rural ICT Support Officer will be a member of the district agricultural office staff and will have the following responsibilities:

**(i) In the assigned target communes in the district:**

- Assist the commune councils, CMAWs during the LIG formation process to ensure that the procedural guidelines are followed during village meetings, the compilation of the temporary list of identified poor households, the household observations and the finalization of the list of LIG members.
- Assist the commune councils and CMAWs, collect and share data to allow better understanding of the needs and circumstances of the LIGs, MIGs, and brokers as well as of market dynamics and prices these actors are faced with and for project planning, reporting and monitoring and evaluation.
- Assist the commune councils during the procurement of Service Providers/Trainers to provide technical skills training to the LIG members in support of their livelihood improvement activities.
- Coordinate necessary support for commune planning and agricultural marketing and rural ICT required by field extension and media (radio) programs and promotion of project activities and achievements in the district.

**(ii) In all target communes in the district:**

- Provide advice to the CMAWs for supporting the farmer field schools through the on-farm demonstrations that are established for the LIGs and other farmer groups.
- Assist the CMAWs under the Commune Mobile Access Program to ensure they regularly download the agricultural extension materials, which are available through the TSSD-AF website and from the TSSD-AF Facebook page(s), to their mobile devices.
- Promote the services of the CMAWs and provide guidance to all communes to improve their application of rural ICT services within the commune council office.
- Coordinate with the Provincial Agricultural Marketing and Rural ICT Coordinator from the PST to ensure that there is efficient flow of marketing information to the LIGs and other farmer groups.
- Ensure that the CMAWs, CEWs, and brokers working with the LIGs, MIGs, paddy selling groups are using the data and information sharing platforms of the MAFF

Agricultural Information Service webpage and the MAFF Agricultural Marketing Information System managed by MPTC.

- Compile monthly progress reports for assigned communes and also to document other activities to provide technical support to all target communes.
- Support the activities of all SSPs and particularly SSP 8 and their locally appointed brokers to support value added opportunities for MIGs.
- Perform other duties as requested by the Head of the DST.

**d. Gender Mainstreaming and LIG Support Officer**

75. The Gender Mainstreaming and LIG Support Officer will be a member of the district Department of Women Affairs staff and will act as the district Gender Focal Point, and will have the following responsibilities:

**(i) In the assigned target communes in the district:**

- Assist the commune councils and CMAWs during the LIG formation process to ensure that the procedural guidelines during the village meetings, the compilation of the temporary list of poor households, household observations and the finalization of the list of LIG members.
- Assist the commune councils during the procurement of Service Providers/Trainers to provide technical skills training to the LIG members in support of their livelihood improvement activities.

**(ii) In all target communes in the district:**

- Raise social and gender safeguard awareness to local staff (DST, commune councils) and service providers.
- Provide guidance to the CMAWs and commune councils to ensure that the needs of women are reflected in the activities included in the commune investment plans including, training, farmer selection, demonstrations, extension and the provision of other technical support to farmer's groups and monitoring.
- Ensure that gender sensitivity training is included in all technical skills training for the LIGs and other farmer's groups delivered by the Service Providers/Trainers.
- Compile monthly progress reports for assigned communes and also to document other activities to provide technical support to all target communes and update the Gender Action Plan Monitoring Table on a quarterly basis for submission to the Head of the DST and the Provincial Gender Officer.
- Ensure that the data collection requirements and information needs related to gender issues are met by the CMAWs/CEWs and by the members of the LIGs, MIGs, etc., and by the brokers.
- Perform other duties as requested by the Head of the DST or the Provincial Gender Officer.

**10. Project Staff at Commune Level**

**a. Commune Councils**

76. The roles and responsibilities of the commune councils are as follows:

- Approve any amendments of the Commune Development Program (CDP) that are required.

- Approve the inclusion of activities that will support the TSSD-AF in the annual Commune Investment Plans.
- Open and operate the commune council project bank account for the variable commune block grant, or Commune Development Fund (CDF), in a commercial bank.
- With the assistance of the PST, recruit one Commune Mobile Access Worker (CMAW) on an annual renewable contract from among suitably qualified commune (or district) residents with contract renewal dependent on their performance as assessed by the commune council and beneficiaries. This commune staff will be financed through the CDF.
- Approve the designs and cost estimates of rural infrastructure subprojects that are prepared by the design and contract supervision consultants, manage the bidding and contract award procedures, and monitor the progress of the civil works.
- With technical support from the DST approve the design and cost estimates for livelihood activities and training for LIGs and supervise implementation of these activities and manage delivery of training.
- Appoint one Commune Councilor to act as an agricultural/rural development focal point to provide a link with the SSPs, CMAWs, commune extension agents and village animal health workers.
- Ensure that the Commune Councilor assigned for social and gender issues is available for cooperation with the project on social and gender issues related matters in the commune.
- Participate in the selection of the target villages in the commune and the identification of poor households that are eligible to become members of the LIGs, and approve the final list of LIGs.
- Encourage and motivate the LIG members in the target villages to adopt appropriate techniques or services provided by the project and monitor the activities of the LIGs.
- Manage the utilization of the ICT equipment installed by TSSD-AF in the commune council office with the support of the CMAW to provide a source of web-based information for the commune.
- Allow the use of ICT equipment installed by TSSD-AF in the commune council office by the CMAWs and others when available and under the supervision of the CMAW.
- Monitor the work and field visits of the CMAW in supporting the LIGs, MIGs, paddy selling groups and monitor the performance of the CMAW.
- Monitor and evaluate the results and impact of the implementation of the Commune Investment Plan, including project financed activities and those of other agencies, and participate in the District Integration Workshop.
- In collaboration with the commune extension agents, contribute to the data gathering and reporting requirements of the project.
- Support the activities of all SSPs and particularly SSP 8 and their locally appointed brokers to support value added opportunities for MIGs.

**b. Commune Mobile Access Worker (CMAW)**

77. Each commune council will recruit one CMAW. The key responsibility of the CMAWs is to support and assist the LIGs formed in each target village in the commune, MIGs, and paddy selling groups supported by TSSD-AF by conducting regular visits and assist the special service providers that are recruited by NCCDS and MAFF to provide capacity building and small livestock

support and health services, and the Service Providers/Trainers that are recruited by the commune council to provide technical training for the LIG members. Another key responsibility of the CMAWs is to provide information about agricultural production and marketing in support of the above groups, and to collect data about the status and operations of the LIGs, MIGs, paddy selling groups and others on the operation of the agricultural supply chains and markets operating in the communes. The CMAWs will also provide support to commune councils on the rural infrastructure investment planning and management. The tasks include, but are not limited to the following:

- Meet with the LIGs, MIGs, and paddy selling groups regularly and attend the group monthly meetings and assist them in resolving problems and to understand their needs and circumstances.
- Meet regularly with the commune council, LIGs, MIGs, paddy selling groups, and brokers to understand and report on the operation, strengths and weaknesses of the agricultural supply chain and market, and to collect data for this purpose using structured and unstructured survey tools (provided by the Data Collection and Content Development Officer) and instruments, and to share this over the internet with the Data Collection and Content Development Officer using the mobile phone network. For this purpose, the CMAW will work closely with the PST and DST teams and with the Rural ICT Coordination, Extension, Digital Services and Marketing team.
- Assist the commune council through the various stages in the commune planning process and ensure the inclusion of the livelihood improvement activities selected by the LIG members in the annual commune investment plan.
- Assist the commune council and the Village Leader in each target village, with support from the SSP 7 and DST members, during the conduct of the first village meeting, home based observation, second village meeting, selection of eligible poor households and formation of the LIG.
- Meet with the LIGs, MIGs, paddy selling groups regularly and attend the group monthly meetings and assist them in resolving problems. Report on the results of these meetings.
- Assist the LIG leaders to establish the internal rules and statutes, and open the bank account for the group.
- Together with assigned DST member, assist the commune council in coordination, monitoring and supervision of delivery of outsourced capacity building and technical training for LIGs, and participate in the training sessions.
- In cooperation with assigned DST member plan and organize extension activities (including field demos) that reflect the needs and prioritized livelihood activities of the LIGs.
- Support the MAFF SSP 8 on value chains and the commune councils and DSTs to organize quarterly value chain meetings attended by input suppliers, farmers, LIGs and traders/buyers.
- In cooperation with the DST, monitor the training provided and demonstrations organized by Service Providers/Trainers and contribute to the progress reports documenting the quantity and quality of the activities and the compliance with the contractual requirements and work plans and submit these reports to the Commune/Sangkat Chief or Project Management Committee.
- Assist each of the LIGs in the management of their Revolving Fund including record keeping, conflict resolution, gender mainstreaming, etc.

- Provide information to the LIGs, MIGs, and paddy selling group members on agricultural technologies relevant to their livelihood activities through the Commune Mobile Access Program utilizing the mobile device provided by the project. It is proposed that after three years of operation, the mobile device assigned to the CMAWs becomes theirs to keep.
- Access the internet including the Agricultural Information System and Agricultural Marketing Information System, and other resources to improve agricultural decision making and market timing.
- Working in collaboration with the commune extension agents, using the internet and/or motorcycles, meet and network with other commune extension agents and LIGs, MIGs, and brokers to seek out opportunities to aggregate supply to plan for and meet demand.
- In collaboration with the commune extension agents, reach out to potential new markets/buyers of commune council produce using the internet.
- In collaboration with the commune council, brokers, commune extension agents and others involved in the agricultural supply chain at the village level, assess the options for cost effective logistics service providers who can move produce to desired markets reliably, cost effectively, quickly, and safely.
- In collaboration with the commune extension agents, track and report on the use of smartphones and of solar energy in the commune to better understand telecommunications network penetration and electrical power availability.
- In collaboration with the commune extension agents and with information provided by the above, organize aggregation of crops and if necessary, their transport to external markets/buyers on a percentage transaction fee basis.
- Ensure that the commune council is aware of any emerging issues in relation to the agricultural and livelihood related activities and provide advice on how to overcome such issues.
- Prepare monthly work plans & reports & submit these to the commune council and the Special Service Providers 7 and 8. Report on these electronically when possible.
- Connect to online alert services operated by the Government of Cambodia and others to help forewarn about emergencies and disasters and to share this information with the commune councils and villagers, etc.
- Support the activities of both SSPs and particularly SSP 8 and their locally appointed brokers to support value added opportunities for MIGs.
- Attend meetings with the service providers monthly.

78. The commune mobile access worker should have the following qualifications and experience:

- A degree or diploma in agriculture would be an advantage, but high school graduates may also be suitable with some knowledge and experience in practical farming and providing they have good reading and writing skills and some computer knowledge.
- Only candidates with the necessary skills, attitudes and relevant experience from the commune/district in which they will be required to work will be eligible. CMAWs will be required to live within the commune where they will work.
- Strong commitment to support and assist others in the community.
- Experience working for an NGO or with an NGO program would be an advantage.
- Good English communication skills, written and spoken.

- Availability and willingness to undertake visits to the target communes.
- Knowledgeable on current Windows desktop, Khmer OS and FOSS software, or willing to develop the knowledge and skills necessary.
- Knowledge of government, ADB, and IFAD procurement, planning and monitoring and evaluation policies and procedures.
- Knowledge of computer information system, database and project management software.
- Mobility (access to a motorbike).

## TERMS OF REFERENCE FOR THE PROJECT IMPLEMENTATION CONSULTANTS

### A. Background

1. The Tonle Sap Poverty Reduction and Smallholder Development – Additional Financing (TSSD-AF) project will foster community driven development through investments in productivity improvement, rural infrastructure, and capacity development in 271 communes in the provinces of Battambang, Banteay Meanchey, Kampong Cham, Kampong Thom, Prey Veng, Siem Reap, and Tbuong Khmom. The project implementation period will be five years from January 2018 to January 2023 and will have three outputs as described below.

2. **Output 1: Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced.** The TSSD-AF will focus on climate- and disaster-resilient roads and irrigation schemes. It will rehabilitate an additional 450 kilometers of roads and upgrade 6,000 hectares of irrigation infrastructure to allow for at least two crops per year.<sup>1</sup> Infrastructure subprojects will also be registered in the national asset inventory to ensure O&M beyond the additional financing implementation period. The existing 1,241 LIGs will be strengthened and an additional 759 LIGs will be established. An LIG association will also be established with financial contribution from LIG members themselves to improve the group sustainability. Further, disaster risk management in target communes will be strengthened through training on identifying, planning, and implementing disaster risk reduction measures, including incorporating those measures in infrastructure subprojects.

3. **Output 2: Enabling environment for increased agricultural productivity, diversification, and climate resilience created.** Training on climate-smart agriculture practices will be provided through 200 paddy selling groups, LIGs and market improvement groups.<sup>2</sup> Production of four climate-resilient rice seed varieties will be promoted upon confirmation of market demand. Beyond production, the TSSD-AF will also improve value addition for rice, vegetables, and chicken value chains through (i) establishing multistakeholder value chain platforms, (ii) establishing 364 market improvement groups, (iii) strengthening 103 existing small-scale agribusinesses, and (iv) establishing at least a further 97 agribusinesses.

4. **Output 3: Project management strengthened.** Support in project management will be provided to project staff at national, provincial, district, and commune levels.

5. The Ministry of Agriculture, Forestry and Fisheries (MAFF) and the National Committee for Sub-National Democratic Development Secretariat (NCDDS) will execute the project and each will also be an implementing agency. The Project Implementation Consultant (PIC) firm will be managed by the MAFF housed in the Secretary General's Office located in the compound of the Ministry of Interior. The Council for Agriculture and Rural Development will undertake Project Steering Committee functions.

### B. Objectives of the assignment

6. The PIC firm is proposed to be recruited to provide services to support the expanded scope of work under additional financing using single source selection method. The estimated cost of the

<sup>1</sup> Infrastructure in the additional financing involves a higher level of improvement in climate resilience than in the original project and therefore requires a much higher unit cost.

<sup>2</sup> Examples of climate-smart agriculture practices include (i) soil management to reduce erosion and loss of nutrients; (ii) adoption of flood- and drought-tolerant crop varieties; and (iii) efficient water management practices.

package is \$1,276,077, excluding taxes and duties.

7. The additional financing will require a total of 197 p-m of consultant services comprising of 35 and 162 p-m of international and national consultant services respectively under the PIC, in the fields of (i) team leadership; (ii) agribusiness and value chain enhancement; (iii) climate smart agriculture; (iv) social and gender development; and (v) environment and climate change resilience. Table below summarizes the positions under the PIC.

**Table 1: Summary of positions and input of PIC package**

| Positions   | Location | No. of position | Input (p-m) |
|---|----------|-----------------|-------------|
| <b>A. Project Implementation Consultants</b>          |          |                 |             |
| <b>International</b>                                  |          |                 |             |
| 1. Team Leader/Value Chain Specialist                 | MAFF     | 1               | 26          |
| 2. Agribusiness Specialist                            | MAFF     | 1               | 9           |
| <b>Sub-total</b>                                      |          |                 | <b>35</b>   |
| <b>National</b>                                       |          |                 |             |
| 3. Deputy Team Leader/Agribusiness Specialist         | MAFF     | 1               | 56          |
| 4. Social Development and Gender Specialist           | MAFF     | 1               | 30          |
| 5. Social Safeguards Specialist                       | MAFF     | 1               | 6           |
| 6. Monitoring and Evaluation Specialist               | MAFF     | 1               | 32          |
| 7. Environmental Safeguards/Climate Change Specialist | MAFF     | 1               | 8           |
| 8. Livelihoods Specialist                             | MAFF     | 1               | 30          |
| <b>Subtotal</b>                                       |          |                 | <b>162</b>  |
| <b>Total Project Implementation Consultants</b>       |          |                 | <b>197</b>  |

### C. Scope of Services and Expected Deliverables

8. The project will require two international consultants and six national consultants. All consultants will be based at MAFF but will provide services to both MAFF and NCCDS as project executing and implementing agencies. The PIC team will be coordinated by the Team Leader/Value Chain Specialist. Below are the terms of reference for each position.

#### 1. Team Leader/Value Chain Specialist (International)

9. The Team Leader/Value Chain Specialist, working with the Deputy Team Leader, will report to the MAFF Project Director and Project Manager. S/he will be based at MAFF office but will work at MAFF and NCCDS on an agreed work plan. S/he will carry out the following tasks:

- Advise the MAFF and NCCDS Project Directors and Project Managers, and MPTC and NCDMS staff on project management and implementation related issues regularly to ensure that the project implementation is in line with government policies, guidelines and the evolving framework for sub-national government and follows the provisions of the ADB and IFAD loan and grant agreements.
- Advise the Project Directors and Project Managers of MAFF, NCCDS, MPTC and NDDMS continuously to ensure that the project achieves the outcome and outputs envisaged in the project design and monitoring framework.
- Mentor the Project Directors, Project Managers of MAFF and NCCDS, and the

Deputy Team Leader and regularly assist them in the management of the team of staff and consultants (either under firm or individual) so that the Project Directors and Project Managers of MAFF and NCCDS and the Deputy Team Leader can manage the Team Leader's tasks when s/he is absent.

- Provide technical advice to the Ministries, sub-national agencies and consultants responsible for supporting the infrastructure, livelihood improvement groups (LIG) and other groups, and agricultural value chain investments.
- Ensure that appropriate quality assurance measures are established and effective so that the design and construction of the infrastructure investments are fit for purpose and are practically and operationally sustainable throughout their design life.
- Assist the MAFF and NCCDS in the recruitment of infrastructure design and supervision consultants, individual consultants and all special service providers, monitor and support the formation of LIGs and service teams, provide capacity building training and mentoring to the LIGs, deliver value chain improvements to marketing improvement groups (MIGs) and other groups, support district agricultural stations, and commune councils to facilitate value chain improvement, support agricultural productivity improvement and diversification on irrigated areas constructed under the combined TSSD and TSSD-AF with double cropping, and provide guidance for the commune level procurement of service providers/trainers for technical training in support of livelihood activities.
- Provide continuous guidance to MAFF in the implementation of the agricultural productivity enhancement program with a particular focus on strengthening the rice and vegetable and small livestock value chains.
- Facilitate the liaison between MPTC and MAFF on matters regarding rural ICT, agribusiness, and extension delivery mechanisms.
- Support the rural ICT interventions, in particular the Commune Mobile Access Program, and facilitate assistance to MPTC.
- Advise the project in matters relating to planning and preparation of the annual work plan and budgets and establishing and operating the monitoring and evaluation system and the associated reporting requirements.
- Assist the MAFF and NCCDS in ensuring that there is national level inter-ministry coordination and cross fertilization and knowledge sharing with other ADB projects under the Tonle Sap Initiative (TSI) and the projects supported by IFAD and programs of other agencies operating in the project provinces, to maximize the synergy of development in the Tonle Sap Basin.
- Assist all project consultants and the MAFF and NCCDS project management units in ensuring that there is good coordination with MEF, MAFF, and NCCDS and all project consultants and special service providers in all policy and major operational matters related to the project implementation e.g., flow of funds to national agencies supporting implementation, provincial, district, and commune councils and propose revisions to the arrangements, if necessary.
- Ensure that the Project Directors, Project Managers and staff of the MAFF and NCCDS project management units will be able to provide secretariat services to the Project Steering Committee with regular physical and financial progress reports, including information on progress made, issues outstanding and actions recommended.
- Assist MAFF and NCCDS project management units in preparing quarterly physical and financial progress reports for submission to ADB and IFAD.
- Oversee and coordinate the work of all the project consultants, ensure that they

are fulfilling their terms of reference and handle all administrative matters relating to the consulting company's or individual contractual arrangements with the executing and implementing agencies.

- Provide the Project Directors and the Project Managers of MAFF and NCCDS with regular physical and financial progress reports, including information on progress made, issues outstanding and actions recommended.
- Coordination with the consulting firm on contracts and personnel of the consulting services.
- Work with the Deputy Team Leader/Agribusiness Specialist to produce at least three project knowledge products to be shared with project stakeholders.
- Work with the Social Development and Gender Specialist to ensure the implementation and monitoring of the gender action plan.
- Work with the Social Safeguards Specialist and Environmental Safeguards/Climate Change Specialist to ensure the implementation and monitoring of the environmental assessment and review framework, resettlement framework, and indigenous peoples planning framework, as well as applicable initial environmental examination, environmental management plans, land acquisition and resettlement plans, and indigenous peoples plans.
- Undertake other tasks as requested by the Project Directors and Project Managers.

10. Minimum qualifications are:

- A relevant post-graduate university degree; formal qualifications in agriculture with a major of agronomy or a related agricultural subject.
- Preferably 15 years of experience in the management of large-scale agricultural and rural development projects financed by the international financial institutions; wide experience of participatory agricultural development, including irrigation.
- Experience of agribusiness and value chain development will be an advantage.
- Sound knowledge of current ADB and IFAD procedures, policies and financial rules and regulations; and government financial management and administrative procedures.
- Proven planning, management and reporting skills.
- Knowledge of computer information management systems, Microsoft Office applications, database management systems and financial and project management software and of the internet and digital communications including the use of mobile telephone, email, and mobile devices.
- Excellent English communication skills, written and spoken.
- Proven track record as team leader for at least two ADB-financed projects.
- Previous experience in Cambodia; some knowledge of Khmer desirable.
- Availability and willingness to undertake visits to the target communes.

**2. Agribusiness Specialist (International)**

11. The Agribusiness Specialist will report to the MAFF Project Manager through the Team Leader/Value Chain Specialist and Deputy Team Leader/Agribusiness Specialist. S/he will be based at the MAFF office but will have an interaction with NCCDS Livelihood Improvement Group and Rural ICT Coordinator and travel to the target provinces, district and commune whenever required. S/he will carry out the following tasks:

- Advise and assist the project with the implementation of all aspects of developing private sector support to selected value chains to increase value added along the chain.
- Provide advice to the Project Directors and the Project Managers of MAFF and NCDDS on providing an enabling environment for private sector development of the value chain and on using private actors to add value. The priorities are the following:
  - (i) Good Agricultural Practice: develop an agricultural production policy to provide technical guidance and support through capacity building and market incentives: the Good Agricultural Practice standard for Cambodia will comply with the ASEAN standard and will improve food safety (farm-to-table).
  - (ii) Farmer Organizations: to support the Royal Decree, develop the association policy guidelines (preferably encouraging freedom of association and organic development of rules and structures), identify best practices for their organization, establishment and sustainability, develop the capacity building for farmer organizations, examine the impact of farmer organizations of existing rules and regulations provide a farm produce based information system and develop the policy implementation mechanism and alignment associated with market linkages.
  - (iii) Encourage private sector multiplication and distribution of rice seed.
  - (iv) Develop macroeconomic models of key agricultural sectors to allow policy makers to predict the effects of policy decisions on rice and other key crops.
  - (v) Develop an enabling environment within MAFF that encourages cooperation with the private sector and recognizes the importance of encouraging the private sector to support agricultural development as the private sector is usually better placed than government to make rapid decisions and respond to markets.
- Support special service providers (SSP 7 and SSP 8) and other relevant consultants engaged in the TSSD-AF with recommendations on improving agriculture production and value chains, and on developing and strengthening agribusinesses and microenterprises and proposals for ensuring further private sector involvement in all aspects of the TSSD-AF.
- The tasks will include assisting the project with:
  - i. preparing appropriate terms of reference for special studies, consultants, drafting of regulations etc.;
  - ii. reviewing the proposals and approving the necessary funding, and monitoring the work etc.;
  - iii. disseminating the results of studies; and
  - iv. discussing drafts of proposed regulations etc., with the relevant units within MAFF for subsequent approval and implementation.
- Assist the Rural ICT Coordination, Extension, Digital Services and Marketing Officer to disseminate policy and market related information relevant for the development of the agricultural and rural development sector through workshop discussions, and the printed and digital media e.g., the project website.
- Assist the Data Collection and Content Development Officer to analyze, document, and disseminate experience learned from field operations of agricultural and rural development projects and programs supported by ADB, IFAD, and other partners.

- Advise the project on any project law awareness raising activities and help ensure that training/awareness building activities on land access and tenure issues/land titling/land conflict resolution are included as part of the project's training activities for the staff working for the project, the commune mobile access workers and the members of the commune councils.
- Provide the MAFF Project Director and Project Manager, Team Leader Value Chain Specialist and Deputy Team Leader/Agribusiness Specialist with regular progress reports, including information on progress made, issues outstanding and action recommended.
- Provide input to the project progress reports as requested by the Team Leader/Value Chain Specialist
- Undertake other tasks as requested by the Team Leader/Value Chain Specialist.

12. Minimum qualifications are:

- A relevant post-graduate university degree in a technical or social science subject relevant to rural development policy and institutional development.
- 15 years' experience of working on private sector and institutional development issues in a government environment.
- Knowledge of the government's ongoing reforms of the agricultural sector.
- Knowledge of government, ADB, and IFAD ongoing procedures and policies.
- Knowledge of computer information systems, word processing, and database management software.
- Excellent English communication skills, written and spoken: knowledge of Khmer is an advantage.
- Availability and willingness to undertake visits to the target communes.

**3. Deputy Team Leader/Agribusiness Specialist (National)**

13. The Deputy Team Leader/Agribusiness Specialist, working with the Team Leader/Value Chain Specialist, will report to the MAFF Project Director and Project Manager. S/he will be based at MAFF office but will work at MAFF, NCCDS, MPTC, and NCDMS on an agreed work plan. S/he will carry out the following tasks:

- Advise the Project Directors and the Project Managers of MAFF and NCCDS on project management and implementation related issues to ensure that the project implementation is in line with government policies, guidelines and the evolving framework for sub-national government and follows the provisions of the ADB loan and grant agreements and IFAD Financing Agreement and the inter-agency memorandum of understanding.
- Advise the Project Directors and Project Managers of MAFF and NCCDS to ensure that the project achieves the outcome and outputs envisaged in the project design and monitoring framework.
- Mentor the Project Directors and Project Managers of MAFF and NCCDS and assist them in the management of the team of staff and consultants.
- Ensure that the executing and implementing agencies and sub-national agencies implement the Gender Action Plan.
- Advise the project in matters relating to planning and preparation of the annual work plan and budgets and establishing and operating the monitoring and evaluation system and the associated reporting requirements.

- Assist the MAFF and NCDDS in ensuring that there is national level inter-ministry coordination and cross fertilization and knowledge sharing with the other ADB projects under the Tonle Sap Initiative and the projects supported by IFAD and programs of other agencies operating in the project provinces, to maximize the synergy of development in the Tonle Sap Basin.
- Assist all project consultants and MAFF and NCDDS project management units in ensuring that there is good coordination among MEF, MAFF, NCDDS, MPTC, and NCDMS in all policy and major operational matters related to the project implementation e.g., flow of funds to national agencies supporting implementation, provincial, district, and commune councils and other stakeholders and propose revisions to the arrangements, if necessary.
- Ensure that the Project Director, Project Managers and MAFF staff will be able to provide the secretariat services to the Project Steering Committee with regular physical and financial progress reports, including information on progress made, issues outstanding and actions recommended.
- Provide support to the MAFF and NCDDS in managing special service provider (SSP) contracts to support value chain development with LIGs, MIGs, and paddy selling groups and also validate the technical content of training modules to be delivered by SSPs to the LIGs, MIGs, and other groups.
- In collaboration with the NCDDS and MAFF, identify innovative approaches to enhance marketing opportunities for LIGs, MIGs, and other groups based upon their preferred livelihood improvement investments and assist in the design and implementation of pilots to test these new approaches.
- Assist in the design and deliver of training on marketing, value chain analysis and agribusiness (farm as a business as well as small and medium enterprises) approaches for the sub-national project teams and advisors and provide ongoing guidance in the use of these tools to improve marketing efficiencies and increased returns to LIG, MIG, and other group members.
- Oversee and coordinate the work of the other consultants, ensure that they are fulfilling their terms of reference and handle all administrative matters relating to the consulting company's contractual arrangements with MAFF.
- Provide the Project Directors and Project Managers of MAFF and NCCDS with regular physical and financial progress reports, including information on progress made, issues outstanding and actions recommended.
- Coordinate with the firm on contracts and personnel of the consulting services.
- Work with the Team Leader/Value Chain Specialist to produce at least three project knowledge products to be shared with project stakeholders.
- Provide input to the project progress reports as requested by the Team Leader/Value Chain Specialist
- Undertake other tasks as requested by the Team Leader/Value Chain Specialist.

14. Minimum qualifications are:

- A relevant post-graduate university degree in agriculture or combination of education and appropriate agricultural and rural development experience.
- 10 years' experience of project management experience in the management of large-scale agricultural and rural development projects financed by the international financial institutions.
- Five years' experience of Cambodian private sector agribusiness development and knowledge of value chains.

- Good up to date knowledge of ADB procedures, policies, and financial rules and regulations; and government financial management and administrative procedures.
- Proven planning, management and reporting skills.
- Computer literacy: word processing, spreadsheets, power point and database programs.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

#### **4. Social Development and Gender Specialist (National)**

15. S/he will be administratively responsible to the PIC Team Leader/Value Chain Specialist but will work as a member of the PIC team and will be technically responsible to the Project Director and Project Manager. Working in close cooperation with the NCDDS and MAFF project management units, at both national and sub-national levels and the gender focal points, Gender Specialist, under the guidance of the PIC Team Leader/Value Chain Specialist, will perform the following tasks:

- Provide technical advice and support to the NCDDS and MAFF in relation to the Gender Action Plan (GAP) implementation, monitoring and reporting.
- Identify the needs for training and capacity building at national and sub-national levels in gender analysis and gender mainstreaming, and to ensure that the GAP implementation, monitoring and reporting requirements can be achieved.
- Provide orientation related to the GAP implementation, monitoring and reporting and gender training to the NCDDS and MAFF at national and sub-national levels.
- Translate the GAP in Khmer language and produce a simple checklist to enable sub-national gender focal points and commune mobile access workers (CMAWs) to collect sex-disaggregated data and information on gender related results.
- Work with NCDDS and MAFF to ensure that GAP implementation is integrated in the project annual workplans and budgets.
- Ensure that sex-disaggregated data are collected and the gender targets in the design and monitoring framework and GAP are included in the project performance monitoring system.
- Work closely with the other specialists and CMAWs to determine the scope of sex-disaggregated data that need to be collected during baseline surveys, selection and formation of LIGs, MIGs, service teams, and paddy selling groups, design of technology packages/interventions, and identification of targeted beneficiaries for training, and delivery of training.
- Review and provide gender inputs to the terms of reference, questionnaires, and reports for baseline surveys.
- Review the terms of reference and technical proposals of the special service providers to ensure gender expertise is included.
- For the GAP monitoring purpose, sex-disaggregated data and gender related information collection and analysis are needed for the current project and additional financing and summary results of the achievements need to be presented in the project quarterly and annual progress reports.
- Provide guidance and assist NCDDS and MAFF to update the status of progress of the GAP implementation for the quarterly and annual progress reports.
- Collect and document at least 10 case studies per year of successful gender/social related aspects related to the project interventions for publication through the

- project website.
- Produce an assessment report of the GAP achievements and gender results and make it available before the mid-term review and project completion. Key information includes, but not limited to:
  - (i) analyze men's and women's roles in decision-making, division of labor, and other variables that will impact on their participation in the project, and how they control and access resources and services of the project;
  - (ii) measure changes in gender relations between men and women based on gender perceptions;
  - (iii) women's participation and empowerment; and
  - (iv) what has been improved or changed before and after the project intervention, etc.
- Review and provide justification to revise/adjust the GAP, if needed.
- Provide input to the project progress reports as requested by the Team Leader/Value Chain Specialist.
- Undertake other tasks as requested by the Team Leader/Value Chain Specialist.

16. Minimum qualifications are:

- Bachelor degree in a relevant Social Science discipline including gender and development, development studies, rural development with postgraduate study abroad is an advantage.
- Preferably five years' experience in implementing gender (related) interventions at community level, preferably in the agricultural/natural resources sector.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government, ADB, and IFAD procedures and policies, with previous practical experience with implementation of ADB gender mainstreamed projects, especially GAP implementation, monitoring and reporting, considered as an advantage.
- Knowledge of gender mainstreaming policy/initiatives of the government and development partners.
- Excellent English communication skills, written and spoken.
- Ability to work independently and take initiatives in fulfilling the tasks.
- Availability and willingness to undertake regular field visits to the target communes.

**5. Social Safeguards Specialist (National)**

17. S/he will be administratively responsible to the Project Director and Project Manager at MAFF but will work as a member of the PIC team and will be technically responsible to the Team Leader/Value Chain Specialist. S/he will be mainly responsible for social safeguards monitoring for all activities in the project, and for preparation and implementation of the indigenous peoples plans for all non-infrastructure activities in the project. The responsibilities will be as follows:

- Assess the social safeguard reports that were prepared during the preparation of TSSD-AF and update and revise as necessary in accordance with ADB Safeguards Policy Statement (2009) on indigenous peoples and following international best practices.
- Review the current social safeguards implementation and provide recommendations for further improvement to enhance the poverty reduction impacts and social strategy for the additional financing.

- In coordination with the General Department of Resettlement, review the resettlement framework of the additional financing, and the resettlement plans or due diligence reports for the relevant subprojects selected for detailed feasibility studies (if applicable), which will be prepared by the Social Safeguards Specialist in the Infrastructure Design and Supervision Consultants to ensure full compliance with the Government, ADB and IFAD social safeguards policies.
- Review the indigenous peoples planning framework of the additional financing, and the indigenous peoples plans for the relevant subprojects selected for detailed feasibility studies (if applicable), which will be prepared by the Social Safeguards Specialist in the Infrastructure Design and Supervision Consultants to ensure full compliance with ADB and IFAD social safeguards policies.
- Provide inputs in the design of the monitoring system on the social impacts for all identified rural infrastructure subprojects as well as the livelihood activities under the project.
- Coordinate with the Social Safeguards Specialist in the Infrastructure Design and Supervision Consultants to consolidate all social safeguards monitoring reports for resettlement and indigenous peoples and the social safeguards component of quarterly progress reports and annual progress reports.
- In coordination with the General Department of Resettlement, assist the executing and implementing agencies in monitoring the implementation of the measures stated in the resettlement framework, resettlement plans (where applicable), and due diligence reports, including the implementation of grievance redress mechanism, and recommend corrective actions in case of gaps to the project management unit for appropriate action.
- Monitor the implementation of the measures stated in the indigenous peoples planning framework and indigenous peoples plans, including the implementation of grievance redress mechanism, and recommend corrective actions in case of gaps to the project management unit for appropriate action.
- Provide support in organizing, implementing, and documenting consultation with affected people, indigenous people's groups and other stakeholders for all non-infrastructure activities.
- Prepare semi-annual social safeguards monitoring reports.
- Provide input on social safeguards to quarterly progress reports and annual progress reports.
- Identify (i) measures to ensure meaningful participation of affected indigenous people's group and (ii) measures to ensure that project benefits are culturally appropriate for all non-infrastructure activities.
- Conduct briefings to project management unit staff and relevant local authorities on the project indigenous peoples planning framework, and indigenous peoples plans where required for non-infrastructure activities, and provide capacity building as needed.
- Support preparation of reports or any other social safeguards related tasks that may be assigned by the project management unit, ADB, and IFAD.
- Undertake other tasks as requested by the Team Leader/Value Chain Specialist.

18. Minimum qualifications are:

- Master's degree, or equivalent, in Anthropology, Sociology, Applied Social Science, or other related fields.
- S/he must have preferably 10 years of relevant experience in preparing,

implementing, and monitoring social safeguards work under ADB and IFAD financed projects.

- Knowledge of ADB Safeguards Policy Statement 2009 is required.
- Excellent oral and written communications skills in English are required.
- Experience working in multi-disciplinary teams.
- At least 15-year work experience for a multilateral or bilateral donor in Cambodia as a social safeguard specialist is required.

19. Specific outputs:

- (i) Indigenous peoples plans/due diligence reports for relevant non-infrastructure activities (where applicable);
- (ii) Quarterly progress reports containing social safeguards issues identified, outstanding issues and further actions recommended;
- (iii) Inputs to the project quarterly and annual progress reports with regard to social safeguards; and
- (iv) Semi-annual social safeguards monitoring reports.

**6. Monitoring and Evaluation Specialist (National)**

20. The Monitoring and Evaluation (M&E) Specialist will work at MAFF responsible for M&E and reporting. S/he will report to the MAFF Project Director and Project Manager and the PIC Team Leader/Value Chain Specialist. The tasks include, but are not limited to the following functions:

- Design and manage the project's project performance and monitoring system (PPMS) and assist with designing, planning, budgeting and reporting functions in line with the government's procedures and the requirements of the ADB loan and grant agreements and IFAD financing agreement.
- Assist in the design and operation of an M&E system for the NCDDS (including suitable indicators for the baseline, mid-term, and project completion reviews) satisfactory to the co-financiers and ensure the NCDDS monitoring system is fully compatible with the project PPMS at MAFF.
- Assist in the consolidation of the annual work plans and budgets (AWPB) through the participatory planning workshops conducted at district, provincial, and national level for submission to the ADB and IFAD by 15 November of the previous year.
- Develop a work plan and schedule for monitoring and evaluation of specific implementation contracts in accordance with approved criteria.
- Review the quarterly monitoring reports received from each of the national and sub-national agencies and assist in the consolidation of the quarterly progress reports for submission to the MAFF and NCDDS Project Directors and Project Managers in accordance with reporting guidelines and procedures.
- Provide training in monitoring and reporting systems and procedures to staff at the sub-national level.
- Provide the NCDDS and MAFF Project Directors with regular status reports, including information on progress made, issues outstanding and actions recommended.
- Provide support and training to relevant staff at the sub-national level to ensure that the design and implementation of the project financed implementation contracts address monitoring and evaluation concerns.

- Mainstream M&E practices to technical staff particularly the qualitative aspects e.g., impact assessment, comparison of farmers' practices and new technologies, and satisfaction of the services provided.
- Ensure that all NCDDS M&E data is passed to MAFF in compatible formats for incorporation in a single TSSD-AF PPMS.
- Ensure that M&E of the AWPB at sub-national level and within NCDDS/PST is carried out in accordance with established guidelines and procedures and provide any support required.
- Receive and arrange for reproduction and circulation of reports, studies and other project documentation from consultants as appropriate.
- Design questionnaires and ensure regular outcome monitoring
- Undertake other tasks assigned by the PIC Team Leader/Value Chain Specialist.

21. Minimum qualifications:

- A relevant post-graduate university degree in appropriate Social Science discipline; postgraduate study abroad is an advantage.
- Preferably five years' experience of planning, monitoring and reporting in rural development projects/programs; experience with government planning process, M&E systems and reporting procedures at the national and sub-national levels and working at sub-national level would be an advantage.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government, ADB. and IFAD procedures, policies and financial rules and regulations.
- Knowledge of computer information system, word processing, database and financial and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

**7. Environmental Safeguards/Climate Change Specialist (National)**

22. The consultant will work closely with the implementing agencies, other PIC members, Social Safeguards Specialist, Environmental Safeguards Specialist and Climate Change Specialist within the infrastructure design and supervision consultant team and other relevant personnel and agencies. He/she will be responsible for monitoring of compliance with ADB environmental safeguards requirements for all project non-infrastructure activities. The specialist will:

- Prepare the due diligence reports on non-infrastructure activities proposed in the annual workplans, and confirm anticipated environmental impacts and specific mitigation measures during implementation.
- Monitor the compliance of all parties with the requirements under the due diligence reports.
- Provide inputs on non-infrastructure activities for quarterly project progress reports and semi-annual environmental monitoring reports.
- Provide other inputs as reasonably requested by the PIC Team Leader/Value Chain Specialist and the Environmental Safeguards and Climate Change Specialists within the infrastructure design and supervision consultant team.

23. Minimum qualifications are:

- An undergraduate degree or higher in environmental management or related field.
- At least seven years of experience in environmental management, monitoring, impact assessment and environmental safeguards implementation.
- Familiarity with ADB and IFAD environmental safeguards requirements and national environmental management procedures.
- Ability to communicate and work effectively with local communities, contractors, and government agencies.
- Ability to analyze data and prepare technical reports.
- Willingness to regularly visit the subproject sites.
- Proficiency in spoken and written English.
- A proven track record as an environmental safeguards specialist in at least three rural development projects funded by bilateral or multilateral donors in Cambodia.

24. Specific outputs:

- (v) Due diligence reports on non-infrastructure activities proposed in the annual workplans, and confirm anticipated environmental impacts and specific mitigation measures during implementation; and
- (vi) Inputs to quarterly project progress reports and semi-annual environmental monitoring reports for non-infrastructure activities.

### **8. Livelihoods Specialist (National)**

25. The Livelihoods Specialist will provide support to the MAFF and NCDDDS Project Directors and Project Managers. S/he will be based at MAFF office but will work with both MAFF and NCDDDS project management units. S/he will carry out the following tasks:

- Provide advice and guidance to the NCDDDS project management units in the development of guidelines for the formation of the LIGs and the establishment, management, and utilization of the Group Revolving Funds and assist in the delivery of training and mentoring for the sub-national level for the project field staff.
- Augment the both MAFF and NCDDDS project management units during the delivery of all training activities for the sub-national project staff in each province and act as a resource person as needed for selected topics in livelihood improvement.
- Support and monitor the activities of the special service providers 7 and 8 in particular:
  - (i) monitor the LIG formation process;
  - (ii) provision of capacity building training and mentoring for the LIGs; and
  - (iii) support the LIG animal health improvement and production program.
- Assist in the procurement process for the recruitment of the SSPs and participate in the contract negotiations.
- Assist the MAFF and NCDDDS project management units during the conduct of the baseline survey through checking the data collection process to confirm that adequate baseline information has been collected to satisfy the needs of the TSSD-AF results monitoring framework and conducting field visits to monitor the data collection process to ensure that it is conducted in a satisfactory manner.
- In cooperation with the NCDDDS project management unit, regularly liaise with the

SSP 7 that monitors the formation of the LIGs and assist in resolving any issues relating to the procedures for formation of the groups, and closely monitor the delivery by the SSP of the savings for change, capacity building training and mentoring programs for the LIGs.

- In cooperation with the MAFF and NCDDS project management units, PSTs, and DSTs, support the establishment of effective linkages between the DSTs and the LIGs and MIGs to ensure that the group members are able to benefit from improved agricultural technologies which are promoted under the Commune Mobile Access Program through the commune mobile access workers (CMAWs) as well as other extension outlets/events (i.e., radio, demo, field days, and other good experiences/projects) within the province.
- In cooperation with MAFF, NCDDS, PST and the DST members, regularly monitor the effectiveness of the Commune Mobile Access Program and identify the need for additional extension materials and other hardware which may be required by the CMAWs.
- In cooperation with the sub-national teams at provincial and district support team, closely monitor the recruitment of Service Providers/Trainers that are recruited by the commune councils and conduct field visits to observe the delivery of training for LIG members and promote the deployment of farmers as examples of best practice as trainers.
- Assist NCDDS to develop procedures for monitoring the performance of the Group Revolving Funds that are established for each LIG and recommend solutions to any specific problems that are identified.
- Assist both MAFF and NCDDS project management units in the conduct of regular technical skills gap analysis for the CMAWs, as well as the commune clerks and other commune council members, and in the formulation of annual capacity building training plans (to be implemented by PIC and government staff) and assist in the development of an appropriate evaluation format for the CMAWs and the composition of the evaluation committee.
- In cooperation with the PST and DST members, monitor the effectiveness of the Commune Mobile Access Program and identify the need for additional extension materials and other hardware which may be required by the CMAWs.
- Assist the MPTC team and PST in the establishment of linkages between the LIGs, MIGs and the agricultural marketing and rural ICT initiatives so that the LIG and MIG members are enabled to benefit from improved access to market information and to connect to specific value chains for agricultural commodities.
- Provide guidance to the Provincial Livelihood Advisors in new provinces to ensure effective monitoring of the LIG activities with particular attention to the collection of gender related data and assist them in the preparation of case studies to document the experience of selected LIG households in the adoption of specific livelihood activities and liaise with the MAFF Rural ICT Coordination, Extension, Digital Services and Marketing Officer and MAFF Data Collection and Content Development Officer on the collation of material for inclusion in the TSSD-AF online newsletters.
- In cooperation with NCDDS, develop data collection formats and update LIG and gender data to the MAFF database and website.
- Attend selected provincial monthly coordination meetings in all provinces and join the sub-national teams in attending selected district monthly coordination meetings where there are issues arising related to LIG formation.
- Provide input to the project progress reports as requested by the Team

Leader/Value Chain Specialist

- Undertake other tasks as requested by the Team Leader/Value Chain Specialist.

26. Minimum qualifications are:

- A relevant university degree in rural sociology and combination of post-graduate qualifications in agriculture with appropriate agricultural and rural development experience.
- Preferably five years' experience of work in a similar capacity on large-scale agricultural and rural development projects financed by international financial institutions.
- Extensive knowledge of community and rural development with experience of livelihood improvement activities for poor rural communities and in facilitating the adoption of market based agricultural production.
- Sound understanding of rural community structures and dynamics and appreciation of gender roles and the needs of ethnic minorities.
- Familiarity with similar projects supported by ADB and/or IFAD.
- High level of computer literacy including word processing, spreadsheets and power point programs.
- Excellent English communication skills, written and spoken.
- Willingness to conduct regular visits and work in rural areas and remote communes/villages.

## TERMS OF REFERENCE FOR THE DESIGN AND SUPERVISION OF INFRASTRUCTURE SUBPROJECTS

**Table 1: Summary of Positions and Input of the Design and Supervision of Infrastructure Subprojects Consultant Package**

| Position   | No. of positions | Total input (p-m) |
|--|------------------|-------------------|
| <b>Senior</b>                                    |                  |                   |
| Chief Design Engineer /Team Leader <sup>a</sup>  | 1                | 44                |
| Design Engineer Irrigation <sup>a</sup>          | 1                | 40                |
| Design Engineer Roads <sup>a</sup>               | 1                | 40                |
| Climate Change Specialist <sup>a</sup>           | 1                | 6                 |
| Environmental Safeguards Specialist <sup>a</sup> | 1                | 16                |
| Procurement Specialist <sup>a</sup>              | 1                | 34                |
| Social Safeguards Specialist <sup>a</sup>        | 1                | 20                |
| Economist <sup>a</sup>                           | 1                | 16                |
| <b>Technicians</b>                               |                  |                   |
| CAD technicians                                  | 2                | 76                |
| Civil engineers                                  | 3                | 88                |
|  |                  |                   |
| <b>Surveyor / Middle Ranking</b>                 |                  |                   |
| Surveyors  | 7                | 189               |
| Site supervisors                                 | 4                | 108               |
|  |                  |                   |
| <b>Junior / Local Staff</b>                      |                  |                   |
| Survey assistants                                | 7                | 189               |

CAD = computer aided design

<sup>a</sup> Positions are key experts.

### A. Introduction

1. This terms of reference (TOR) provides information required for the engagement of a suitably qualified and experienced consulting company for the survey, design and supervision of construction of infrastructure subprojects (D&S consultants) to be implemented under the Tonle Sap Poverty Reduction and Smallholder Development Project - Additional Financing (TSSD-AF).

### B. Background

2. The TSSD-AF will modify the ongoing project scope by strengthening activities in the existing 196 communes and scale up the current project activities in an additional 75 communes (30 each in Prey Veng and Battambang provinces and 15 additional communes in Kampong Thom). With the TSSD-AF, the overall project impact will be 'livelihoods and climate resilience in target communes in seven provinces in the Tonle Sap Basin improved.<sup>1</sup> The project outcome will be agricultural productivity increased, climate and disaster resilience strengthened, and access

<sup>1</sup> Banteay Meanchey, Battambang, Kampong Cham, Kampong Thom, Prey Veng, Siem Reap, and Tboung Khmum.

to markets improved in 271 communes in seven provinces in the Tonle Sap Basin.

3. A significant portion of the project budget will go to provision of small infrastructure subprojects in the communes. Most funds will be for rural road and irrigation rehabilitation subprojects. but small structures to assist the development of agricultural value chains, such as commune or village markets and crop stores, will also be provided. The designs are expected to incorporate the latest recommendations from the Climate Risk and Vulnerability Assessment on climate change resilience and to include modifications to reduce disaster risk in the concerned communes. In addition, social safeguards issues (resettlement and indigenous peoples) and environmental concerns must be addressed.

4. Under the project, **Output 1 - Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced:**

- (i) **Rural Roads:** will rehabilitate 450 kilometers of disaster risk reduction road in commune areas prone to floods.
- (ii) **Small Scale Irrigation:** will rehabilitate 6,000 hectares of irrigation capable of year round water provision and support secondary/tertiary irrigation construction where indicated as viable after a feasibility study.
- (iii) **The roads and irrigation schemes** will be delivered under similar methodologies. Road and irrigation subprojects will be included in commune development plans (CDP), confirming community interest. Final site selection, road and irrigation design and construction supervision will be undertaken by the D&S consultants. Designs will be approved by the National Committee for Sub-National Democratic Development Secretariat (NCDDS), the TSSD-AF executing agency responsible for infrastructure, and ADB. In addition, for road projects approval is required from the provincial departments of rural development (PDRD) and for irrigation projects approval is required from the provincial departments of water resources and meteorology (PDWRAM). The D&S consultants will assist preparation of tender documents, procurement, and supervision of subproject construction.
- (iv) In addition, under **Value Chain Support**, production related infrastructure will be provided (fish ponds, storage, market facilities, processing equipment) to facilitate value chains. Designs will be approved by the D&S consultants and for larger structures, construction will be supervised.

#### **1. Objective of the Contract**

5. The main objective of this contract is to assist the project to ensure that cost effective infrastructure subprojects, that incorporate measures to enhance climate change resilience and reduce disaster risk, are surveyed, designed and constructed to a high standard. The D&S consultants will:

- (i) Assist the project to screen infrastructure subproject proposals presented by commune authorities and select those most likely to be cost effective;
- (ii) Undertake a two-stage process to finalize selection of subprojects:

- a. For all proposed subprojects, the D&S consultants will undertake a preliminary study to determine economic viability, climate resilience/ disaster risk reduction (DRR) measures required, resettlement and indigenous people issues and environmental impact and safeguard classifications. If the subproject meets all the selection criteria in Appendix 3 to the project administration manual, no further study will be needed prior to design and implementation.
  - b. For all subprojects where the estimated cost is over \$200,000, or where there are doubts over issues such as economic criteria, social or environmental safeguards, or water availability for irrigation, the D&S consultants will undertake full feasibility studies.
- (iii) Conduct engineering surveys of the selected subprojects and collect the necessary engineering data/information required for planning, design and cost estimates;
  - (iv) Prepare full engineering designs using computer aided design (CAD), a Bill of Quantities and costs of the proposed subproject;
  - (v) Prepare bid documents for the subprojects;
  - (vi) Revise/update the procurement plan as necessary to ensure most efficient procurement procedures are followed;
  - (vii) Assist the executing agencies in procurement of civil works following ADB Procurement Guidelines (2015, as amended from time to time), the government's standard operating procedures for externally financed projects, and the Commune/Sangkat Project Implementation Manual;<sup>2</sup> and
  - (viii) Provide construction supervision during implementation of the subprojects by contractors.

## **2. Location and Subprojects**

6. Approximately 250 to 300 infrastructure subprojects will be undertaken over four years in the 271 communes in seven provinces covered by the project - Banteay Meanchey, Kampong Cham, Kampong Thom, Siem Reap, Tboung Khmum, Battambang and Prey Veng. The total budget for all subprojects under the TSSD-AF is estimated at approximately \$36,500,000 including taxes and duties.

## **3. Types of Subprojects to be Undertaken**

7. Subprojects must be included in the Commune Development Plans, and/or plans for value chain infrastructure/facilities from the livelihood improvement groups, market improvement groups, and paddy selling groups<sup>3</sup>. The majority of the budget will go to rural road and irrigation rehabilitation subprojects. In addition, individual structures to improve rural roads or irrigation systems, and small structures to aid the development of agricultural value chains, such as fish ponds, small markets and agricultural stores, will be constructed. The maximum cost of a subproject per commune will be \$200,000 including 10% VAT. In some cases, a subproject in a commune may cost over \$200,000 but no more than \$240,000, including VAT and contingencies, to be considered completed. In that case the TSSD-AF will fund the subproject on the condition that the respective commune will provide a matching fund which is equivalent to 50% of the

<sup>2</sup> Refer to the project administration manual for the procurement plan and more details about procurement methods.

<sup>3</sup> In case an eligible subproject is proposed by the livelihood improvement groups, market improvement groups, and paddy selling groups, a matching fund of 20% by the TSSD-AF and 80% by the group is expected.

amount that exceeds \$200,000.<sup>4</sup>

#### **4. Results to be achieved by the D&S consulting package**

8. Results to be achieved by the D&S consulting package include:

- (i) Recommendations for final selection of subprojects
- (ii) Topographic surveys of the infrastructure subprojects completed at a sufficient level of detail for the preparation of detailed engineering designs;
- (iii) After careful consideration of alternative designs, good quality detailed designs completed that are consistent with engineering standards and specifications for such works in Cambodia, and incorporate measures to enhance climate change resilience and reduce disaster risk;
- (iv) Bid documents and procurement completed;
- (v) Subproject construction, under the close supervise of the D&S consultants, completed safely and in an environmentally friendly manner, within the approved budget and performance period, and in accordance with approved designs, specifications and conditions; and
- (vi) Effective operation and maintenance (O&M) of rural infrastructure including suitable institutional arrangements, a financing strategy and capacity building for key stakeholders

#### **5. Scope of Consulting Services**

9. The D&S consulting package scope of work is to cover all activities necessary to accomplish the stated objectives of these terms of reference, while adhering to best practices of the profession, whether or not a specific activity is cited in this terms of reference.

10. The D&S Engineers, Climate Change Specialist, Environmental Safeguards Specialist, and Social Safeguards Specialist will screen subproject proposals presented by commune authorities and identify 200 to 250 infrastructure subprojects in seven provinces appropriate for implementation under the project, following procedures set out in the TSSD-AF's resettlement framework, the indigenous peoples planning framework, and the environmental assessment and review framework.

11. The D&S consultants will carry out detailed engineering surveys and designs of the selected subprojects and supervise their construction by contractors.

12. The D&S consultants will ensure that subprojects are implemented economically and efficiently, and in accordance with project documents and the implementation schedule. In addition, the D&S consultants will ensure that construction is carried out safely and in an environmentally friendly manner, consistent with widely accepted engineering standards and practices for such works. Continuous coordination with project staff will be required, in particular the Provincial Support Team (PST) and the Engineer of the NCDDS Project Management Unit (PMU). The D&S consultants will also work closely with commune authorities to ensure that, as far as possible, the expectations and preferences of beneficiaries are taken into account and incorporated in subprojects.

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<sup>4</sup> For example, if a subproject costs \$230,000, the commune needs to provide a matching fund of \$15,000, and the TSSD-AF will provide a funding of \$215,000 for the subproject to be approved.

13. Based on project criteria for subproject selection, the D&S consultants will:
- (i) Screen out subproject proposed by the commune councils, livelihood improvement groups, market improvement groups and paddy selling groups that do not meet the criteria and make site visits where necessary;
  - (ii) For subprojects that meet project criteria:
    - a. undertake consultations with community leaders and beneficiaries to discuss their ideas and expectations, problems, solutions and preferences for the proposed infrastructure;
    - b. undertake a preliminary study to determine economic viability, climate resilience/DRR measures required, resettlement issues and environmental impact. If the subproject meets all the selection criteria and the estimated cost is less than \$200,000 (including VAT), no further study will be needed prior to design and implementation;
    - c. for all subprojects where the estimated cost is over \$200,000 or where there are doubts over issues such as economic criteria, resettlement, the environment or water availability for irrigation, undertake a full feasibility study;
    - d. forward all reports to the PST for local approval, together with a recommendation on whether or not the subproject should be funded.
14. For subprojects selected by the PST for funding, the D&S consultants will:
- (i) Conduct full topographic surveys of the subprojects at a sufficient level of detail for the preparation of detailed engineering design. Resettlement mapping of the full land holdings of all persons who will lose land to the subproject must be included;
  - (ii) Undertake climate risk and vulnerability assessment, disaster risk assessment and initial environmental examinations;
  - (iii) Prepare maps and survey reports containing the issues and other information required for carrying out planning and engineering design;
  - (iv) Review the surveys, issues and design alternatives with the PST;
  - (v) Prepare detailed engineering designs, including possible design alternatives, using Computer Aided Design (CAD), signed and stamped by the authorized persons from the design team;
  - (vi) Prepare the engineering design report, including the Bill of Quantities together with an estimate for the cost of works and engineering drawings;
  - (vii) Screen the subproject for environmental impacts following procedures set out in the environmental assessment and review framework. If a subproject is classified as category B for environment according to ADB's Safeguards Policy Statement 2009, prepare an initial environmental examination (IEE) including an environmental management plan (EMP) and ensure that environmental design measures specified in the EMP are incorporated in the detailed design, bid and contract documents;
  - (viii) Screen the subproject for resettlement impacts following procedures set out in the resettlement framework. If a subproject is classified as category B for resettlement according to ADB's Safeguards Policy Statement 2009, prepare a resettlement plan.<sup>5</sup> If voluntary donation is required, follow the procedures for voluntary donation set out in the resettlement framework;

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<sup>5</sup> One IEE can be prepared for several subprojects of the same type or located in the same geographical area.

- (ix) Screen the subproject for indigenous peoples impacts following procedures set out in the indigenous peoples planning framework. If a subproject is classified as category B for indigenous peoples with adverse impacts expected, prepare an indigenous peoples plan.<sup>6</sup> If only positive impacts are expected, participation by indigenous peoples must be ensured following procedures set out in the indigenous peoples planning framework;
- (x) Ensure that the PST obtains technical clearance at provincial level from the PDRD for road designs and from PDWRAM for irrigation designs, following the subproject clearance procedures stipulated in Commune/Sangkat Project Implementation Manual (PIM);
- (xi) Assist the PST to register the subprojects in the asset inventory in PDRD or PDWRAM, as relevant;
- (xii) Submit all documents to NCDDS, this should include three complete sets of hard copies and the related soft copies in CAD format.

15. Once feasibility studies and designs are approved by NCDDS and ADB,<sup>7</sup> the D&S consultants will support commune authorities or the PST to prepare tender documents and contracts for construction of the subprojects. Where the total estimated cost of a subproject is below \$30,000, procurement will be by commune councils following procedures set out in the PIM. Where the total cost is \$30,000 or above, procurement will be at the provincial level. A procurement review committee (PRC) will be set up at the provincial level headed by the provincial facilitator of the PST, with representative from relevant communes and relevant provincial technical departments as members. However, relevant commune councils will remain the project owners and will award the contract, manage the contract and monitor the construction.

16. The D&S consultants will assist commune councils to supervise construction of the subproject civil works.

17. The D&S consultants will prepare reports, including quarterly progress reports (to be submitted one month before the TSSD-AF quarterly report is due), subproject completion reports and a final report. The D&S consultants will also facilitate monthly coordination meetings at provincial level to avoid delays in implementation and/or fund flow.

## **6. Field Surveys and Detailed Engineering Designs**

18. The D&S consultants will define the scope of technical data required and will be expected to carry out all necessary field surveys (GIS or drone assistance is expected to save time), data collection and analysis required for detailed engineering designs and cost estimates.

### **(i) Irrigation Subprojects**

19. For irrigation subprojects activities shall include, but not be limited to the following:

#### **20. Step 1. Reconnaissance and feasibility**

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<sup>6</sup> One indigenous peoples plan can be prepared for several subprojects of the same type or located in the same geographical area.

<sup>7</sup> ADB may review the first one or two feasibility studies, and if they are of the quality accepted by ADB, subsequent feasibility studies will follow post review procedures upon request. In any case, ADB will require feasibility study to be delivered in batches.

- (i) Undertake a reconnaissance visit to a proposed site to investigate the existing situation with regard to water sources, existing irrigation infrastructure, existing irrigated area in each cropping season, and cropping patterns;
- (ii) Hold meetings and discussions with community groups, farmers and commune leaders to understand the issues and their expectations;
- (iii) Carry out an inventory of any existing irrigation and drainage system infrastructure;
- (iv) Estimate water availability in the proposed water sources and gather information on other users;
- (v) Consider issues such as flooding, local water or land disputes, resettlement needs, environmental concerns;
- (vi) Prepare a report including a general 1:5000 map of the proposed subproject area, water sources, existing irrigation infrastructure, roads, villages, agricultural land, proposed command area and cropping patterns under irrigation, an estimate of costs and any safeguard issues. A feasibility study will be needed if the costs are likely to be over \$200,000 (including VAT) or where there are doubts over issues such as economic criteria, resettlement, the environment or water availability; and
- (vii) Submit documents to the PST.

21. **Step 2. Data collection**

22. Following clearance of Step 1 documents by the PST:

- (i) For the subproject area, gather detailed information on water availability and climate for as many years as possible;
- (ii) Review the flood risk for the subproject area and necessity of mitigation measures;
- (iii) Assess the soils in the command areas of the proposed canals, water holding capacity, infiltration rates, etc.;
- (iv) Collect data on agriculture in the command area of the proposed canals - farm details (sizes, numbers), agricultural practices, cropping patterns, production, yields, soil management, etc.;
- (v) Assess crop water requirements for each cropping season;
- (vi) Review drainage requirements of the proposed irrigation command areas; and
- (vii) Identify sources of locally available construction materials, quarry site, borrow pit area, etc.

23. **Step 3. Topographic survey**

- (i) Establish benchmarks for the subproject;
- (ii) Using well qualified and experienced surveying staff and professional survey equipment conduct a topographical survey of the proposed subproject, including the command area, any existing canals and other structures, the water intake area, and the locations of proposed infrastructure. This will include:
  - a. Cross-sections and longitudinal survey of the alignment of any proposed canals (new or rehabilitated). Cross-sections should be at 100 meter intervals or less, and additional cross sections should be undertaken for important features;
  - b. A survey of the command area with the help of GPS (calculate the command area and indicate the present land use and number of crops per year on a map);

- c. Identify the need for structures (e.g., intake structures, pump stations, bridges, culverts, siphons, outlets, drainage).
- (iii) The topographical survey must provide all necessary data and information required for related detailed engineering designs.

**24. Step 4. Data analysis and map preparation**

- (i) Analyze the survey and information gathered. Prepare 1:5,000 scale maps with 0.5 meter contour intervals in CAD format, cross-sections and longitudinal-sections for canals. Indicate proposed pump sites, tertiary canals, drainage and command area, any existing structures and other features, existing land usage and the locations and levels of the permanent benchmarks. Identify any problems or constraints and how they can be overcome; and
- (ii) Summarize and analyze the data on climate and hydrology. Determine suitable irrigation cropping patterns that may be adopted and the related crop water requirements. Assess flows required and timing for the major cropping systems. Analyze this against the hydrological data at a level of detail adequate to prepare a monthly water balance (if possible for 10-day time units). Taking into account conveyance and farm level efficiencies, calculate irrigation water requirement and determine the areas that can be reliably irrigated in each cropping season.

**25. Step 5. Detailed engineering design** (Before proceeding with detailed design, the D&S consultants must discuss findings to date with the PST).

- (i) Review the surveys and proposals with the PST, discuss alternative design options and decide on the preferred option;
- (ii) For the selected option, prepare detailed engineering designs and associated drawings and cost estimates. The design drawings, accompanied by supporting documents and calculations, should include longitudinal-sections and cross-sections of proposed canals and structures. The proposed operation and management of the canals and structures should be outlined; and
- (iii) Submit all reports and drawings (three hard copies and one soft copy) to the PST for provincial level approval. The soft copies will include the CAD files and pdf versions to enable access by staff who do not have the CAD programs. The PST will forward copies to the PMU and ADB.

**26. Step 6. Tendering of subproject construction**

- (i) Following approval of the documents by NCDDS and ADB and technical clearance by the provincial department of water resources, the D&S consultants will assist preparation of the tender documents and contracts for construction of the subproject. For subprojects costing under \$30,000, tendering will be by commune councils following procedures set out in the PIM. Where the total cost is \$30,000 or above, procurement will be at province level by the PRC.

27. Commune councils will remain the project owners and will manage the contract and monitor the construction with the D&S consultants' assistance.

**(ii) Rural Road Subprojects**

28. For rural road rehabilitation subprojects, activities required will include a detailed topographic survey of the full length of the road and preparation of a complete set of road design drawings with required supporting documents, calculations and specifications.

29. Design of the road and structures should conform to the **Commune/Sangkat Fund Technical Manual (2009), Volume II: Specification for Construction Materials and Works** and any other relevant guidelines and specifications. The ADB safeguards on environmental impact, land acquisition and DRR must be taken into account. Also, the practicalities of public access and safety must be considered.

30. Activities shall include, but not be limited to the following:

31. **Step 1. Reconnaissance and feasibility**

- (i) Undertake a reconnaissance visit to the proposed road to investigate the existing condition of the road and structures, its history, present maintenance arrangements and funding;
- (ii) Hold meetings and discussions with community groups and commune leaders in order to understand the issues and expectations of local people;
- (iii) Carry out traffic count surveys and estimate the type and quantities of goods that may be exported along the road once it has been rehabilitated (e.g., agricultural produce based on the cropped area served by the road);
- (iv) Investigate the local geology and soils and possible sources of construction materials (local quarry site, borrow pit area, etc.);
- (v) Consider and collect information on issues such as flooding, traffic, resettlement needs, environmental concerns, and particular problems such as use by heavy vehicles;
- (vi) Prepare a report including a general 1:5000 map indicating the proposed road for rehabilitation, villages/settlements, other infrastructure, rivers, ponds, flood areas, other important features, an estimate of costs and any safeguard issues. A feasibility study will be needed if the costs are likely to be over \$200,000 (including VAT and contingencies) or where there are doubts over issues such as economic criteria, resettlement, the environment or water availability.
- (vii) Submit documents to the PST.

32. **Step 2. Topographic survey**

33. Following clearance of Step 1 documents by the PST:

- (i) Prior to carrying out the topographical surveys, establish permanent control points for both horizontal and vertical control along the full length of the road.
- (ii) Using well qualified and experienced surveying staff and professional survey equipment, conduct a detailed topographic survey for the full length of the road. This will cover the existing right of way, if any, or a minimum 15.0 meters wide strip across the road corridor (extending 7.5 meters from the center-line on both sides). All topographical details such as existing roads, tracks, drainage structures, buildings, walls, existing road furniture and services/utilities (electric, telephone and water lines) shall be surveyed. At the location of bridges and other structures a wider area shall be surveyed and the position of all features will be recorded.
- (iii) Cross-sections at 50.0 meter intervals or less and longitudinal-sections, clearly identifying sections that flood, will be recorded.

- (iv) Prepare the survey drawings and maps in CAD format.
- (v) Where necessary, site specific geotechnical information for the design and construction of the road and structures will be collected through appropriate field and laboratory investigations and supporting calculations.

34. **Step 3. Detailed Engineering Design** (Before proceeding with detailed design, the D&S consultants must discuss findings to date with the PST).

- (i) Analyze the information collected and, in consultation with PST, consider alternative designs to overcome the issues for each road section before deciding on the best solution (low cost with a good quality laterite surface and higher cost with alternative road surfaces - different sections of the road may have different surfaces depending on the likelihood of floods, potential daily traffic and reducing dust through villages);
- (ii) For sections of the road that flood, prepare designs for raised embankments to take the road surface above flood levels four years out of five years;
- (iii) Consider the need for and dimensions of bridges, concrete causeways and culverts to allow floods to pass;
- (iv) Identify sources of suitable materials for road construction and their costs;
- (v) Prepare the detailed engineering designs, drawings and costs of the road and road structures. The engineering design should provide the following details:
  - a. Earthworks - cut and fill;
  - b. Drainage – side ditches, and pipe and box culverts;
  - c. Bridges – structural calculations for the substructure (foundations and abutments) and superstructure;
  - d. Pavement – surface, wearing course, base course, sub-base and shoulders;
  - e. Road safety facilities – road signs, road markings, speed bumps outside schools, etc. The design drawings accompanied by supporting documents and calculations, should include longitudinal-sections and cross-sections of proposed road and structures, indicating the high flood marks. Standard road surface width will be 5.0 meters, but it may be necessary or desirable to reduce the widths of some road sections and provide passing places.
- (vi) Submit all reports and drawings (three hard copies and one soft copy) to the PST for provincial level approval. The soft copies will include the CAD files and pdf versions to enable access by staff who do not have the CAD programs. The PST will forward copies to the PMU and ADB.

35. **Step 6. Tendering of subproject construction**

- (i) Following approval of the documents by the NCDDS and ADB and technical clearance by the provincial department of water resources, the D&S consultants will assist preparation of the tender documents and contracts for construction of the subproject. For subprojects costing under \$30,000, tendering will be by commune councils following procedures set out in the PIM. Where the total cost is \$30,000 or above, procurement will be at province level by the PRC, following the ADB-approved procedures on procurement of works at the provincial level.

36. Commune councils will remain the project owners and will manage the contract and

monitor the construction.

## **7. Supervision of Subproject Construction**

37. The D&S consultants will be responsible for assisting the commune councils with the day-to-day construction supervision of the contracted subprojects and will provide reports and recommendations to the PST, the commune council and the contractor responsible for construction. The D&S consultants will undertake the following activities:

- (i) Provide staff and facilities necessary for close supervision of the subproject contracts, including monitoring contractor's start-up and progress, release of payments, managing queries about the contract;
- (ii) Advise on any needed changes to plans or specifications;
- (iii) Assist the PST in reviewing and examining claims arising from contractor's requests for time extensions for completion, additional payments, and any other matters that arise during the construction contract implementation;
- (iv) Certify the quantity and quality of work done under construction contract, and payments to be made;
- (v) Undertake the final measurement and valuation of the works, including any changes to works agreed by the PST.

38. The D&S consultants will:

- (i) Appoint site supervisors and other staff where needed, to assist the commune councils provide adequate supervision of the works, including monitoring of environmental safeguards and resettlement plans;
- (ii) Examine the contractor's proposed work plan and site organization, sources of materials, personnel and equipment deployed, to judge adequacy for completion of the subproject to the agreed technical specifications and within the agreed time schedule;
- (iii) Attend Project Information Meetings held in the community to ensure that all parties involved in the implementation of a subproject understand its scope, their roles and the intended subproject schedule;
- (iv) Liaise frequently with the contractor's team and assist them in understanding the intent of the works contract documents;
- (v) Ensure that the contractor has a site diary and that it is kept up to date and is accessible to all visitors;
- (vi) Issue specific instructions to the contractor, and record these in the site diary;
- (vii) Ensure that benchmarks and other survey information are used to properly set out works;
- (viii) Take measurements and keep measurement records;
- (ix) Inspect the sampling and testing of the works carried out by the contractor, including testing for source approval and compliance testing of materials for incorporation in the works, for compliance with the relevant clauses in the technical specifications;
- (x) Certify work volumes and endorse contractor's accounts and claims for interim progress payments;
- (xi) Ensure that issues arising on site which impact the progress of the works are addressed and resolved within seven days (to include but not be limited to the certification of payments, adjustments to design and issuing of site instructions etc.);

- (xii) Consider and evaluate the contractor's suggestions for modifications to drawings or specifications and report with recommendations to the project. If any changes in the physical, environmental or other conditions have occurred since the time of the project preparation/design, the D&S consultants must advise on the effect of these on project costs and/or time, and put in place adequate measures to deal with these circumstances. If required, the D&S consultants will propose revisions to the construction contract documents, which must be sanctioned by the project prior to revisions becoming effective;
- (xiii) Prepare and supply to the contractor variation orders with revisions to contract drawings, additional specifications or details that may be required for the proper execution of the works, after having received approval from the project for those variations.
- (xiv) Where the contractor has ceased to perform works as required by the terms of the construction agreement, the D&S consultants must advise the commune authorities and the project and make relevant recommendations (including termination);
- (xv) Where a contractor is terminated the D&S consultants must provide the project and commune authorities with a detailed report comprising:
  - a. complete inventory of material on site;
  - b. an estimated value of the reported inventory;
  - c. photographs of the inventory and state of the incomplete works;
  - d. statement on the state of the incomplete works;
  - e. details of the work done to the date of termination; and
  - f. details of what is required to complete the works.
- (xvi) Maintain orderly files for correspondence, minutes of meetings, submissions of product and material specifications, copies of original construction contract documents including any changes issued subsequently to the execution of the construction contract, as well as the D&S consultants' progress reports, and other related documents.

39. The D&S consultants will review the subproject contract with regard to climate change resilience/environmental mitigation measures and specified modifications to reduce disaster risk, and ensure that the contractor is aware of them. In addition, the D&S consultants will:

- (i) Audit and evaluate the contractor's performance with regard to applying project guidelines on climate change resilience/environmental mitigation measures and disaster risk reduction, and enforce compliance;
- (ii) Ensure minimum disruption/damage to the environment and local settlements during construction by checking the contractor's work methodology and monitoring the impact of construction works on the environment and local settlement;
- (iii) Include in the monthly reports positive and negative findings on climate change resilience/environmental mitigation measures and disaster risk reduction; and
- (iv) Inform the project of any serious violations that might merit the suspension of works until the corrective/mitigation actions have taken place.

40. The D&S consultants will ensure that:

- (i) Subproject works are completed safely by the contractor, within the approved budget and performance period and in accordance with approved specifications and designs;
- (ii) The contractor's workmanship and the constructed works comply with the specifications and condition of the works contract;
- (iii) Payment requests by the contractor are promptly and accurately verified.

41. **Practical Completion** – the D&S consultants, together with the commune council, will:

- (i) Prepare a checklist of defects and incomplete work with an expected date of completion and ensure that the contractor attends to all the items within the time specified;
- (ii) Carry out inspections, including a practical completion 'walk through' with the project, the contractor, commune representatives and any other relevant persons to determine the dates of practical completion and of making good defects. The "walk through" should be carried out within two weeks of the works achieving 90% completion. The D&S consultants shall provide a report on the practical completion 'walk through', including a list of defects with an indication of how to correct them and the date of expected completion, to the project and commune council;
- (iii) Issue a Certificate of Practical Completion, a Certificate of Making Good Defect and a Final Certificate of Payment;
- (iv) In coordination with the contractor, prepare "as built" drawings; and
- (v) Compile and deliver to the project and commune council, 'as built drawings', O&M manuals and records incorporating information prepared by suppliers as are reasonably necessary to enable the users to operate and maintain the works and equipment. These must be submitted no later than one month prior to the end of practical completion.

## **8. Operation and Maintenance (O&M) of Rural Infrastructure**

42. Effective O&M of rural infrastructure requires suitable institutional arrangements, a financing strategy and capacity building for key stakeholders.

### **(i) Institutional arrangements**

43. For the infrastructure provided under TSSD-AF the O&M for:

- (i) rehabilitated roads will be the responsibility of communes.
- (ii) irrigation works will be the responsibility of the beneficiaries
- (iii) other small infrastructure such as fish ponds, crop stores, crop processing facilities and small markets will be the responsibility of user groups.

44. The D&S consultants will ensure that O&M committees and user groups composed of volunteers selected from the community are formed soon after a subproject has been selected for funding. They should assist the project to reach an agreement with beneficiaries regarding the general design features of the subproject, intended implementation approach and the contribution they will make to subsequent operation and maintenance arrangements. As the subprojects under TSSD-AF are mainly rehabilitation/improvement of existing roads and irrigation schemes, often

community O&M committees and groups will already exist<sup>8</sup> and the project should develop their capacity rather than form new groups.

45. Ideally a draft O&M plan will be part of the communes subproject proposal but, if not, it should be prepared by the O&M committee soon during the subproject design and construction phase. Following subproject completion, the plan should be updated and finalized, then formally agreed upon so that all parties understand their O&M obligations. The plan must specify the following:

- (i) O&M work required and timing;
- (ii) identify the individuals, groups, or institutions responsible; and
- (iii) outline the annual costs, financing arrangements, and the estimated O&M costs for the lifespan of the infrastructure.

46. Substantial repairs and periodic maintenance may be beyond commune capacity, so formal links with relevant ministries and their provincial department should be established, with their roles and contributions to O&M included in the plans.

47. O&M committees and user groups will be responsible for collecting community contributions (or user fees) based on the agreement in the O&M plan, and organizing and overseeing routine and periodic maintenance of the infrastructure. The work may be carried out by community groups, paid individuals, or small local contractors.

48. The use of voluntary labor for maintenance of infrastructure will be encouraged in communes where other arrangements do not already exist and where labor is available. It should be noted that voluntary labor is rarely successful in the long term and often the burden falls unfairly on the poorer members of the community so that the TSSD-AF may pay community groups out of the O&M budget. In areas of high population density where the local community is the main user of the infrastructure, local maintenance groups with paid workers, trained under the project, can be effective for maintenance.

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<sup>8</sup> For example: Chbar Ampov commune, location of the proposed the Chbar Ampov Road Rehabilitation subproject, has a road maintenance committee which oversees four maintenance groups each of which has three sub-groups with three to five members. The maintenance committee raises funds from local businesses and better-off households. Maintenance tends to be limited to emergency repairs which are carried out by paid local petty contractors using machinery such as tractors and backhoes and a minimum of labor. Lvea commune, where the proposed Lvea Irrigation subproject is located, has a Farmer Water User Community (FWUC) and 11 existing village Water User Groups (WUG) which have received some capacity building from the Ministry of Water Resources and Meteorology.

### **Examples of community labor for infrastructure maintenance**

1. Under a small-scale technical assistance pilot project linked to the ADB Yunnan Integrated Road Network Development Project, women were provided with employment and incomes by bringing them together in road maintenance teams. This built upon the experience of a previous pilot project on Community-Based Routine Road Maintenance by Women's Groups, which was financed by the ADB Gender and Development Cooperation Fund. The pilot project introduced performance-based payments for women undertaking road maintenance with the aim of reducing the resources required for supervision and inspection. Besides training, adequate numbers of good quality tools were provided for the maintenance workers to ensure high productivity.

2. Some projects (for example, Peru First and Second Rural Roads Projects and Decentralized Rural Transport Project by World Bank) have created, trained, and supported microenterprises at the community level to carry out maintenance activities, particularly for rural roads. A typical microenterprise consists of 10 to 25 people from the local community who are responsible for maintaining up to 20 kilometers of rural roads. Project support is provided to develop a core group of permanent members and to recruit temporary seasonal workers from the local area for periods of two or three months. Training is provided to the microenterprises in technical and business administration skills. Initially the microenterprises are directly contracted by the local authorities to handle routine maintenance of roads at a fixed price. Once the microenterprises have experience, they have to compete with local small contractors for contracts.

49. In much of Cambodia rural areas suffer from labor shortages as working age people find employment in local factories, larger towns or neighboring countries. For this reason, commune authorities often pay small local contractors to undertake infrastructure maintenance. The contractors use basic machinery (tractors, backhoes, etc.) and a minimum of labor.

#### (ii) **Financing strategy**

50. For O&M to be effective, sustainable funding mechanisms must be established. The subproject O&M plan should specify which O&M costs are to be covered and how the costs will be funded. Commune councils are expected to include provision for a proportion of subprojects O&M costs in their budgets, but it is unlikely to be sufficient. The O&M committees, working with the commune councils, will be expected to raise supplementary funds from user fees (for irrigation, fish ponds, crop stores, crop processing facilities and small markets, etc.) and taxes on local businesses and better-off households. These fees usually should be adequate for routine maintenance, minor repairs and to cover at least part of periodic maintenance costs. Donated labor may be appropriate occasionally, for example, to clear drains and culverts along roads. However, project arrangements that encourage labor donated by the local community, particularly for recurring maintenance activities, can prove contrary to project objectives such as poverty reduction. There is also a risk that the labor burden will fall on the more disadvantaged, less powerful households for which labor is their primary asset.

51. Raising O&M funds is likely to be more successful for irrigation subprojects than for roads as the individual beneficiary farmers can be identified and fees are relatively easy to collect after harvest. Everyone has access to rural roads which makes collecting user fees more difficult.

52. During the life of TSSD-AF some assistance with subproject O&M cost may be provided for up to three years. Long-term funding of O&M, to cover periodic maintenance and major repairs is a challenge. Support from the relevant line agencies and their provincial departments will be

necessary to ensure the long term sustainability of the subprojects and their formal commitment should be secured at the time subprojects are approved.

(iii) **Capacity building**

53. Capacity building activities covering all aspects of O&M should be provided for key stakeholders, including O&M committees, community user groups, local small contractors, commune councils and provincial departments. Training should cover technical issues (how, when, and where to implement O&M activities), as well as managerial aspects (how to organize committees and groups, collect fund and manage O&M). Also, information campaigns should be carried out to encourage support for O&M and fee payment. Preparation and distribution of simple pictorial manuals or guides can help communities understand and assist necessary O&M activities, particularly for irrigation systems. The frequency and timing of the capacity-building activities are important. Capacity building should start during the subproject construction phase, but post-construction training and follow-up technical support for a year or two after completion of the subproject are important to address O&M issues as they arise.

54. Under TSSD-AF, the roads and irrigation subprojects will be rehabilitation rather than new infrastructure. Often some local capacity building will have already been provided by ministries or other agencies. The project should build on this and ensure that, besides O&M guidelines and training, topics such as organization, administration and accounting are covered.

55. **Final Completion** – the D&S consultants will:

- (i) Arrange and attend the Final Completion Meeting (approximately three weeks before the end of the Defects Liability Period) in the commune and record all outstanding issues pertaining to the completion of the project. Carry out the final site inspection and verify that all defects have been corrected as required by the specifications/contract, and are approved of by the project and the commune council. Ensure that all other matters identified in the Final Completion Meeting have been adequately addressed e.g. payment of labor, suppliers, clearing of the site etc. Issue a Certificate of Final Completion;
- (ii) Prepare a statement of “Draft Final Accounts”, to be completed two weeks after Practical Completion (for final payment after the twelve-month maintenance period and all defects have been rectified) to be signed by the contractor;
- (iii) Participate in the official Handing Over Ceremony. Hand over ‘as built’ drawings and any guarantees/warranties for materials/fixtures etc., to the commune committee.

**9. Deliverables**

56. The D&S consultants will provide the project with:

- (i) Screening report including short lists of the subprojects
- (ii) All survey data including maps, longitudinal and cross-sections, and other information collected;
- (iii) Survey report containing the issues and other information required for carrying out planning and engineering design;
- (iv) All social and environmental safeguards reports, as applicable;
- (v) Bid documents for all subprojects;

- (vi) Full detailed engineering design and costs for different scenarios, with full sets of drawings prepared using CAD (three hard copies, one soft copy);
- (vii) Strategy for effective O&M of rural infrastructure including capacity building for key stakeholders on O&M; and
- (viii) Quarterly progress reports, subproject completion reports (including final accounts) and a Final Report.

57. Supervision reports and records for subproject construction must be available for inspection by the project, including

- (i) Report on pre-construction activities;
- (ii) Schedule / cost of materials;
- (iii) Verification of work schedule;
- (iv) Variation orders, if any, with revisions of drawings, etc.;
- (v) Weekly reports including photographs and any test;
- (vi) Minutes of regular site meetings;
- (vii) Records of quantity and quality of material delivered;
- (viii) Monthly cost reports;
- (ix) Report on compliance with environmental management guidelines;
- (x) Final Account for the works;
- (xi) Certificate of Practical Completion;
- (xii) Certificate of making Good Defects;
- (xiii) Certificate of Final Completion;
- (xiv) Final Certificate of Payment;
- (xv) Draft Final Account;
- (xvi) Report on any fault committed by the contractor during project construction.

## **10. Duration and Timeline**

58. The contract will last for four years for the period Q4 2018 to Q3 2022. It will become operational during Year 1 of the Tonle Sap Poverty Reduction and Smallholder Development Project (Additional Financing) which is scheduled to be implemented between March 2018 and February 2023.

59. In Project Year 1, construction of the two subprojects designed under the PPTA will be initiated under the supervision of the D&S consultants. The D&S consultants will assist the project in the identification of subprojects to be constructed in Project Year 2 and undertake studies. Survey and design of a number of subprojects will start. A majority of the survey, design and construction of subprojects will be concentrated in Project Years 2 to 4, with about 60 to 70 subprojects completed each year. In Project Year 4, the Contractor will complete construction of the final subprojects, deal with any outstanding issues, produce final accounts and prepare a Final Report.

## **11. Staffing, Office Accommodation, Facilities and Equipment**

60. The D&S consulting package shall be provided by a company with extensive experience in survey, design and construction supervision of rural road and irrigation works.

61. The D&S firm will assign sufficient and well-qualified staff to implement the services on time and make available to them satisfactory office accommodation, adequate means of transport, good quality survey equipment and adequate office equipment and facilities (including adequate

numbers of computers and appropriate software).

62. The table below indicates the number and type of staff needed to complete the contract. This will vary over the life of the project with fewer needed at the beginning and end of the Contract. More may be required at the height of project activities. Short term inputs from specialists may be needed from time to time.

**Table 2: Staff required**

| Position                          | No. needed | Qualifications  | Minimum experience  | Other requirements  |
|-----------------------------------|------------|---|---|---|
| <b>Key Staff Required</b>         |            |   |   |   |
| Chief Design Engineer/Team Leader | 1          | Bachelor & Master degree in Civil Engineering or similar relevant qualifications from a recognized institution. | Five years as a team leader. 10 years experience in implementation, design and supervision of irrigation systems and/or roads.  | Must be a good administrator, have excellent communication skills, good knowledge of English and the ability to write comprehensive, well-structured reports quickly.   |
| <b>Design team</b>                |            |   |   |   |
| Design Engineer Irrigation        | 1          | Bachelor degree in irrigation engineering, civil engineering or equivalent.                                     | Five years experience of design and implementation of irrigation works, including On-Farm Water Management.                     | Able to use computer aided design (CAD) facilities in the preparation of designs and drawings.  |
| Design Engineer Roads             | 1          | Bachelor degree in road engineering, civil engineering or equivalent.   | Five years experience of design of rural roads and road structures.   | Able to use CAD facilities in the preparation of designs and drawings.  |
| Climate Change Specialist         | 1          | Bachelor degree or equivalent in environmental science, environmental management, or a related field.           | Five years' experience in climate change adaptation and/or disaster risk management especially in road and irrigation projects. | Proven track record in environmental planning, climate resilience planning and disaster risk reduction and disaster risk management. Knowledge of the use of remote sensing and of the use of digital imagery in environmental planning, climate resilience planning and disaster risk reduction and disaster risk management is important. |
| CAD Technicians                   | 2          | College degree in related technical field and CAD training.   | Five years of relevant experience in a combination of CAD technician and designer positions for irrigation and/or roads.        | Expertise in CAD production technologies and good mathematic skills essential.  |
| Economist                         | 1          | Bachelor degree or higher in Economics or related subject.  | Five years' experience in economic evaluation of engineering projects.  | Good analytic ability, ability to learn, computer literate, especially in Excel.  |

| <b>Position</b>  | <b>No. needed</b> | <b>Qualifications</b>  | <b>Minimum experience</b>  | <b>Other requirements</b>  |
|--|-------------------|--|--|--|
| Procurement Specialist                                 | 1                 | Bachelor degree from a recognized institution in business administration, engineering or other related fields. | Five years experience in procurement of works and goods, preparation of tender and contract documents, evaluation of bids, and contract management of projects. Experience in procurement of works in at least two ADB projects. | Must be conversant with the government standard operating procedures, financial management procedures and procurement guidelines. Experience of projects involving irrigation and/or rural road rehabilitation, particularly the National Program for Sub-National Democratic Development would be an advantage. |
| <b>Safeguards Team</b>                                 |                   |  |  |  |
| Social Safeguards Specialist                           | 1                 | Bachelor degree, or equivalent in social science or other related fields.                                      | 10 years of relevant experience in preparing, implementing, and monitoring social safeguards in donor funded projects and government institutions. Proven track record in social safeguards in at least two ADB projects.        | Experience of working on ADB financed projects and familiarity with ADB's Safeguard Policy Statement (SPS) 2009 and Government policy and guidelines on resettlement is essential.   |
| Environmental Safeguards Specialist                    | 1                 | Bachelor degree or equivalent in environmental science, environmental management, or a related field           | Five years' experience in environmental safeguards, environmental management. Proven track record in environmental safeguards in at least two ADB projects.  | Experience of working on ADB financed projects and familiarity with ADB's Safeguard Policy Statement (SPS) 2009 and Government policy and guidelines on environmental safeguards is essential.   |
| <b>Non-Key Staff</b>                                   |                   |  |  |  |
| <b>Province - supervision and administration</b>       |                   |  |  |  |
| Civil Engineers – each covering two or three provinces | 3                 | Bachelor degree in civil engineering or equivalent.  | Five years involved in implementing rural roads and/or irrigation. Experience in preparing feasibility studies, survey, design and site supervision would be an advantage.   | Must have good computer skills, be a good administrator, and be able to write well-structured reports.   |
| <b>Survey teams</b>                                    |                   |  |  |  |
| Surveyors  | 7                 | Bachelor degree in engineering/  | 3-5 years carrying out topographic surveys   | Must be well organized, familiar with the equipment to be used   |

| Position                        | No. needed | Qualifications   | Minimum experience   | Other requirements  |
|---------------------------------|------------|--|--|---|
|                                 |            | surveying.   | of roads and/or irrigation systems.                                    | and able to write reports.  |
| Survey assistants               | 7          | High school level, preferably with a technical qualification.  | Two years assisting topographic surveys.                               | Must be well organized and able to assist information collection as well as surveying.  |
| Laborers to assist surveyors    | Variable   | Provided by local commune, paid by the D&S consulting package, to assist surveyors with equipment, clearing bushes, etc. |  |   |
| <b>Construction supervision</b> |            |  |  |   |
| Site supervisors                | 4          | Technical qualification in civil engineering.  | Three years supervising construction of rural roads and/or irrigation. | Must have good computer skills and experience of materials testing, quantity surveying. |

63. The Chief Design Engineer/Team Leader and the design team and safeguards team will be based in an office in Phnom Penh. Other staff will be based in the provinces.

64. The Chief Design Engineer/Team Leader will have overall responsibility for all aspects of the D&S consulting package's work program and staff. This will include:

- (i) ensuring that all work is carried out on time, to a high standard and in accordance with the contract terms of reference;
- (ii) coordinating closely with the PST and with the PMU Engineer and PIC environmental consultants;
- (iii) ensuring that all reports specified in 'Section 9. Deliverables', are forwarded to the NCCDS PMU on time.

65. The Civil Engineers will each be based in a different province. They will each cover two or three TSSD-AF provinces and will work closely with the PSTs. They will report to the Chief Design Engineer/Team Leader and will be supported by the design team. They will assist the identification of subprojects, oversee collection of information, undertake feasibility studies, and supervise survey teams, site supervisors and construction in the province. They will attend monthly provincial coordination meetings.

66. The D&S consulting package's survey teams and site supervisors will be based in the TSSD-AF provinces. They will report to the Province Civil Engineers and will work in close cooperation with commune councils, Commune Construction and Monitoring Committees and beneficiaries.

67. In preparing their proposal, the D&S consulting packages may propose alternative arrangements which, in their opinion, will provide design and supervision services of an equivalent or better quality.

## C. Terms of Reference for Key Staff

### 1. Chief Design Engineer/Team Leader

68. The Chief Design Engineer/Team Leader will have a Bachelor degree and master degree

in Civil Engineering or similar relevant qualifications from a recognized institution, a minimum of five years' experience as a team leader and 10 years' experience in implementation, design and supervision of irrigation systems and/or roads. S/he must be a good administrator, have excellent communication skills, good knowledge of English and the ability to write comprehensive, well-structured reports quickly.

69. The Chief Design Engineer/Team Leader will have overall responsibility for all aspects of the D&S consulting package's work program and staff. This will include:

- (i) Overseeing the D&S team and ensuring that all work is carried out on time, to a high standard and in accordance with the contract terms of reference;
- (ii) Coordinating closely with the NCDDS PMU Engineer, PIC environmental consultants and the PSTs;
- (iii) Ensuring that all reports specified under Section 9: Deliverables are forwarded to the NCDDS PMU on time; and
- (iv) Providing all necessary information related to the infrastructure subprojects to ADB review missions.

70. The tasks of the Chief Design Engineer/Team Leader include:

- (i) Take overall responsibility for the D&S team and work program during the contract period, including preparation and implementation of overall work plans;
- (ii) Monitor progress against the project implementation schedule;
- (iii) Coordinate preparation and submission of periodic progress reports and technical reports;
- (iv) Gather and review information on best practice in Cambodia on disaster risk reduction and climate resilient construction in the design of subprojects and recommend acceptance or modification of these standards based on current best practices in small infrastructure design, bearing in mind economic criteria, the level of technical ability of contractors and commune authorities;
- (v) Provide guidance and support to all the D&S staff for subproject feasibility studies, field investigations, topographic surveys and detailed engineering designs;
- (vi) Review detailed designs to guarantee that they are of a good standard and are consistent with engineering standards and specifications for such works in Cambodia, and incorporate measures to enhance climate change resilience and reduce disaster risk;
- (vii) Check that resettlement issues and environmental concerns have been addressed including, if necessary, a review by the General Resettlement Department;
- (viii) Ensure that all subproject construction is well supervised and completed safely and in an environmentally friendly manner, within the approved budget and performance period, and in accordance with approved designs, specifications and conditions; and
- (ix) Review operation and maintenance procedures and training for participating communities taking over completed works.

71. Specific outputs:

- (i) An overall workplan for the special service provider within two months;
- (ii) Annual workplans two months before the start of each new contract year;
- (iii) Quarterly progress reports, subproject completion reports (including final accounts) and a Final Report; and

- (iv) Ensuring the quality of all reporting relating to each subproject.

## **2. Design Engineer Irrigation**

72. The Design Engineer Irrigation will have a Bachelor degree or higher in irrigation, water resource or civil engineering from a recognized institution and a minimum of five years experience in the design of design and implementation of irrigation works, including on-farm water management. He/she must be able to use CAD facilities in the preparation of designs and drawings.

73. The Design Engineer Irrigation will prepare designs for irrigation subprojects and will provide guidance and support to the D&S staff based in the province to ensure satisfactory irrigation subproject selection, studies, survey, design, construction and O&M.

74. The main tasks of the Design Engineer Irrigation include:

- (i) Guide and support the D&S staff based in the provinces for feasibility studies, topographic surveys and site investigations (including water resources, existing structures, cropping patterns and areas, local weather data, flood levels, etc.) of irrigation subprojects;
- (ii) Assess water resources and water availability for irrigation subprojects taking into consideration other water users;
- (iii) Collect the necessary data (climate, agronomy, soils, etc.) to calculate crop and scheme water requirements and drainage requirements;
- (iv) Prepare detailed designs of irrigations subprojects with assistance of the D&S staff based in the provinces, including design reports, engineering drawings, Bills of Quantities and cost estimates including tax;
- (v) Ensure that designs are consistent with engineering standards and specifications for such works in Cambodia and incorporate measures to enhance climate change resilience and reduce disaster risk;
- (vi) Ensure that resettlement and environmental issues are reviewed by relevant project staff and the General Resettlement Department and safeguard measures are incorporated;
- (vii) Assist the Civil Engineers to prepare tender documents and construction contracts;
- (viii) During irrigation subproject construction undertake spot check to monitor the standard of work, progress and any issues;
- (ix) Prepare O&M (both routine and periodic) guidelines and procedures for the subprojects and improve them during the first years of operation and support community involvement where appropriate (including ensuring necessary training is provided from the O&M budget); and
- (x) Prepare quarterly and annual progress reports for the irrigation subprojects for submission to the Chief Design Engineer/Team Leader.

75. Specific outputs:

- (i) Detailed designs of all irrigation subprojects;
- (ii) Undertake spot checks to monitor the standard of work, progress and report any issues;
- (iii) O&M (both routine and periodic) guidelines and procedures for the irrigation subprojects;
- (iv) Quarterly and annual progress reports for the irrigation subprojects; and

- (v) Ensuring the quality of all reporting relating to each subproject.

### **3. Design Engineer Roads**

76. The Design Engineer Roads will have a Bachelor degree or higher in road engineering, civil engineering or equivalent qualifications from a recognized institution and a minimum of five years' experience in design of rural roads and road structures. Experience of alternative road surfaces would be an advantage. He/she must be able to use CAD facilities in the preparation of designs and drawings.

77. The Design Engineer Roads will prepare designs for road subprojects and will provide guidance and support to the D&S staff based in the province to ensure satisfactory road subproject selection, studies, survey, construction and O&M.

78. The main tasks of the Design Engineer Roads include:

- (i) Guide and support the D&S staff in the provinces for subproject selection, feasibility studies, topographic surveys and site investigations (including traffic counts, soil testing, flood frequency and levels, etc.) of the road subprojects;
- (ii) Prepare detailed designs of road subprojects with assistance of the D&S staff based in the provinces, including design reports, engineering drawings, Bills of Quantities and cost estimates including tax;
- (iii) Ensure that designs are consistent with engineering standards and specifications for such works in Cambodia and incorporate measures to enhance climate change resilience and reduce disaster risk;
- (iv) Ensure that resettlement and environmental issues are reviewed by relevant project staff and, if necessary, by the General Resettlement Department and that safeguard measures are incorporated;
- (v) Review the need for road safety measures and design road safety features appropriately;
- (vi) Assist the Civil Engineers to prepare tender documents and construction contracts;
- (vii) During road subproject construction undertake spot check to monitor the standard of work, progress and any issues;
- (viii) Prepare O&M (both routine and periodic) guidelines and procedures for the subprojects and improve them during the first years of operation and support community involvement where appropriate (including ensuring necessary training is provided from the O&M budget); and
- (ix) Prepare quarterly and annual progress reports for the road subprojects for submission to the Chief Design Engineer/Team Leader.

79. Specific outputs:

- (i) Detailed designs of all road subprojects;
- (ii) Design of road safety features;
- (iii) Undertake spot checks to monitor the standard of work, progress and report any issues;
- (iv) O&M (both routine and periodic) guidelines and procedures for the road subprojects;
- (v) Quarterly and annual progress reports for the road subprojects; and
- (vi) Ensuring the quality of all reporting relating to each subproject.

#### 4. Climate Change Specialist

80. The Climate Change Specialist will have a Bachelor degree or higher in environmental science, environmental management, or a related field, from a recognized institution. He/she will have at least five years' experience in climate change adaptation and/or disaster risk management including experience of roads and irrigation. He/she must have proven track record in environmental planning, climate resilience planning and disaster risk reduction and disaster risk management. Knowledge of the use of remote sensing and of the use of digital imagery in environmental planning, climate resilience planning and disaster risk reduction and disaster risk management is important. He/she must have good computer skills, be a good administrator, be able to analyze data and write well-structured reports. Familiarity with programs such as the Cambodia National Adaptation Programme of Action, the Pilot Program for Climate Resilience (PPCR) or Cambodia Climate Change Alliance (CCCA) would be an advantage. Familiarity with ADB's Safeguard Policy Statement 2009 including environmental safeguards procedures and policies related to the environment, and with environmental laws of Cambodia and their practical application is an asset.

81. The Climate Change Specialist will be responsible mainly for incorporating suitable climate resilience/disaster risk reduction measures into infrastructure subprojects. He/she will work closely with the Environmental Safeguards Specialist in the D&S consultant team, and will report to the D&S Chief Design Engineer/Team Leader. His/her main tasks will include:

82. Subproject preparation:

- (i) For each candidate subproject, implement the requirements of the climate risk and vulnerability assessment (CRVA), appropriate to the subproject type and location, to include adaptation and operating measures into subproject planning and design.
- (ii) Advise D&S staff and PSTs on the implementation of the government climate change policies and procedures relevant to infrastructure subprojects;
- (iii) Develop checklists for climate change impacts applicable to rural infrastructure and assist the D&S Engineers in the identification of suitable climate resilience/disaster risk reduction measures for infrastructure subprojects.

83. Subproject implementation:

- (i) In collaboration with the Environmental Safeguards Specialist of the D&S consultant team, provide input to the summary on implementation of environmental safeguards measures in the quarterly project progress reports and the semi-annual environmental monitoring reports with regards to suitable climate resilience/disaster risk reduction measures for infrastructure subprojects.

84. Specific outputs:

- (i) Recommendations on climate and disaster risk resilience measures to be taken account in subproject design;
- (ii) Inputs with regards to implementation of climate and disaster risk resilience measures in infrastructure subprojects to quarterly and annual project progress reports
- (iii) Inputs with regards to implementation of climate and disaster risk resilience measures in infrastructure subprojects to semi-annual environmental monitoring reports.

## 5. Economist

85. Under the overall supervision of the Chief Design Engineer/Team Leader, the Economist will establish economic guidelines for screening of road and irrigation subprojects and will undertake comprehensive economic and financial analysis in each feasibility study of the subprojects using quantitative data collected by the TSSD-AF and qualitative data from provincial visits, which will include identifying, quantifying, and assessing all quantifiable and non-quantifiable benefits and costs incurred due to the subproject. The economic analysis will be conducted as per ADB's Guidelines on the Economic Analysis of Projects.

86. The scope of work of the Economist will include, but not limited to the following:

- (i) Review of all project relevant documents;
- (ii) Collect relevant information on actual cost and price analysis of project inputs, outputs, and outcome all other necessary information to conduct an economic and financial analysis;
- (iii) Analyze costs and benefits of typical small-scale road and irrigation projects and prepare tabular guidelines to enable economic screening at pre-feasibility stage;
- (iv) Calculate Economic Internal Rate of Return (EIRR) and Net Present Value of each subproject subject to feasibility study; and
- (v) Describe all non-quantifiable benefits and costs incurred as a result of the subproject in the feasibility study reports.

87. Specific outputs:

- (i) Report analyzing costs and benefits of typical small-scale road and irrigation projects and containing tabular guidelines to enable economic screening at pre-feasibility stage within 6 months of contract start;
- (ii) EIRR and Net Present Value calculated for each subproject subject to feasibility study and short report justifying assumptions and basis of calculation;
- (iii) Training sessions for project staff, PSTs and commune councils to ensure proper understanding and implementation of economic evaluation of subprojects and the reason for calculating EIRR; and
- (iv) Regular quarterly progress reports containing economic issues identified, issues outstanding and further actions recommended.

## 6. Environmental Safeguards Specialist

88. The Environmental Safeguards Specialist will have a Bachelor degree or higher in environmental science, environmental management, or a related field, from a recognized institution. He/she will have at least seven years' experience in environmental safeguards and environmental management, including experience of roads and irrigation. He/she must be familiar with ADB's Safeguard Policy Statement 2009 including environmental safeguards procedures and policies related to the environment. He/she will be fully conversant with the protected and sensitive areas of the country, and will be knowledgeable of the environmental laws of Cambodia and their practical application.

89. The Environmental Safeguards Specialist will be responsible for preparing all safeguard classifications, assessment and monitoring reports for infrastructure subprojects, and supervising and monitoring implementation of the environmental assessment and review framework (EARF), initial environmental examination (IEE), and environmental management plans (EMPs). Further,

he/she will be working in close cooperation with both D&S and PIC teams for overall monitoring of compliance with ADB environmental safeguards requirements for all project activities that may have environmental impacts, including both hard infrastructure subprojects and other activities. Frequent travel to the target communes will be required. He/she will report to the D&S Chief Design Engineer/Team Leader. Main tasks will include:

90. Subproject preparation:

- (iv) For each candidate subproject, implement the requirements of the project EARF and the ADB Safeguard Policy Statement 2009 to: (i) screen out subproject proposals which do not meet the selection criteria; (ii) categorize the subproject for the level of environmental assessment required; (iii) prepare an IEE/EMP or Environmental Code of Conduct for the subproject according to the categorization.
- (v) For subprojects which are Category B for environment, prepare an IEE and EMP. Subprojects could be grouped into one IEE and EMP according to type or province, and ensure that:
  - a. environmental design measures specified in the EMP are incorporated in the detailed design; and
  - b. the EMP is included in the bid and contract documents for the infrastructure subprojects;
- (vi) For subprojects which are Category C for environment, provide an Environmental Code of Conduct and ensure that:
  - a. Environmental requirements listed in the Code of Conduct are incorporated into subproject design; and
  - b. The Code of Conduct requirements are included in the construction bid and contract documents.
- (vii) Ensure integration of the environmental safeguards into planning and implementation of infrastructure subprojects;

91. Subproject implementation:

- (ii) Supervise and monitor construction to ensure timely and correct implementation of the IEE, EMP and Environmental Code of Conduct requirements;
- (iii) For environment Category B subprojects and interventions, assist in the delivery of training in EMP and construction environmental management plan preparation and implementation to commune councils and contractors;
  - Support the implementing agencies, National Safeguards Officer and commune councils to fulfil their environmental responsibilities in implementing the subproject EMPs or Environmental Codes of Conduct;
  - Support the implementing agencies, National Safeguards Officer and commune councils to fulfil their environmental responsibilities on consultations, local safeguards documentation disclosure, and updated IEEs and EMPs and monitoring report information in accordance with the EARF and in compliance with the ADB SPS 2009;
  - Support the implementing agencies, National Safeguards Officer and commune councils in undertaking environmental monitoring of subproject construction and initial operation;
- (iv) Assist the implementing agencies and commune councils to establish and publicize the grievance redress mechanism (GRM) for subprojects, ensuring that the GRM publicity is appropriate to the scale and complexity of the subproject and

includes, as a minimum, the disclosure of all contact persons for lodging complaints; and

- (v) Collaborate with the Climate Change Specialist in the D&S consultant team, and the Environmental Safeguards/Climate Change Specialist within the PIC team, and assist the implementing agencies to prepare the summary on implementation of environmental safeguards measures in the quarterly project progress reports and prepare the semi-annual environmental monitoring reports.

92. Specific outputs:

- (iv) Classification for each subproject;
- (v) An IEE, an EMP or Environmental Code of Conduct based on the environmental assessment categorization for each subproject, or for a number of subprojects that are of the same type or located in the same geographical area;
- (vi) Environmental safeguards documents disclosed with translation of the executive summary in Khmer;
- (vii) Incorporate input from the Climate Change Specialist in the D&S consultant team on recommendations on climate and disaster risk and resilience measures to be taken account in subproject design;
- (viii) Inputs with regards to environmental safeguards to quarterly project progress reports; and
- (ix) Semi-annual environmental monitoring reports with input from the national environmental safeguards specialist in the project implementation consultant team for non-infrastructure activities and from the Climate Change Specialist in the D&S consultant team on climate and disaster risk and resilience measures in subproject design.

## 7. Procurement Specialist

93. The Procurement Specialist will have a Bachelor degree from a recognized institution in business administration, engineering or other related fields and preferably five years' experience in procurement of works and goods, preparation of tender and contract documents, evaluation of bids, and contract management of projects. The Procurement Specialist must be fully conversant with the government standard operating procedures, financial management procedures and procurement guidelines. Experience working on projects involving irrigation and/or rural road rehabilitation, particularly the National Program for Sub-National Democratic Development, would be an advantage. He/she must have a proven track record of procurement of works and goods in at least 2 ADB financed projects. He/she must have good computer skills, be a good administrator and be able to write well-structured reports. The Procurement Specialist will work in close cooperation with the D&S Engineers, the PSTs, Procurement Review Committees (PRC) and commune authorities. Frequent travel to the target communes will be required. He/she will report to the D&S Chief Design Engineer/Team Leader.

94. Main tasks will include:

- (i) Advise the D&S Engineers, provincial PRCs and commune councils on procurement in line with the government's requirements and the ADB loan and grant agreements, to ensure that the financial management systems in place will enable funds to flow as and when required;
- (ii) Assist the PRC and commune councils to prepare bidding documents and contracts for infrastructure subprojects (for subproject with an estimated cost under

- \$30,000 procurement will by commune councils following procedures set out in the project implementation manual, but if the total cost is \$30,000 or above, procurement will be at province level through the PRC);
- (iii) Guide PRCs and commune councils in the evaluation of bids and preparation of bid evaluation reports;
  - (iv) Support PRCs and commune councils in negotiations and finalizing contract agreements for works;
  - (v) Advise the D&S Engineers and commune councils on progress reporting, quality control and inspection systems to be followed during execution of subproject works contracts;
  - (vi) Assist the D&S Engineers, PRCs, PSTs and commune councils to resolve contractual issues; and
  - (vii) Provide the Chief Design Engineer/Team Leader with regular reports, including information on progress made, issues outstanding and action recommended.

95. Specific outputs:

- (i) Assist the PRC and commune councils to prepare bidding documents and contracts for infrastructure subprojects;
- (ii) Guide PRCs and commune councils in the evaluation of bids and preparation of bid evaluation reports;
- (iii) Training sessions for PSTs and commune councils to ensure proper understanding and implementation of the procurement process and relevant rules and regulations; and
- (iv) Regular quarterly progress reports containing procurement issues identified, issues outstanding and further actions recommended.

## 8. Social Safeguards Specialist

96. The Social Safeguards Specialist will have a Bachelor degree, or equivalent, from a recognized institution in social science or other related fields. S/he must preferably have at least 10 years of relevant experience in preparing, implementing, and monitoring social safeguards work in donor funded projects and government institutions. He/she will have experience of working on social safeguards in at least two ADB financed projects and be fully familiar with ADB's Safeguard Policy Statement (SPS) 2009 including social safeguards (resettlement and indigenous peoples) procedures. He/she must have good computer skills, be a good administrator, be able to analyze data and write well-structured reports.

97. The Social Safeguard Specialist will work in close cooperation with the D&S Engineers, the PSTs and commune authorities. He/she will also work in close consultation and coordination with the General Department of Resettlement under the Ministry of Economy and Finance, which is the secretariat of the Interministerial Resettlement Committee on the preparation, updating and implementation of the resettlement plans (where required). Frequent travel to the target communes will be required. He/she will report to the D&S Chief Design Engineer/Team Leader. Main tasks will include:

- (i) Contribute to the screening of rural infrastructure subprojects through field visits to each site to identify involuntary resettlement impacts and other social safeguard issues;

- (ii) In cooperation with the D&S Engineers and the Climate Change Specialist and Environment Safeguards Specialist, screen out subproject proposals presented by commune authorities that do not meet the project criteria;
- (iii) In case of subprojects with involuntary resettlement impacts, coordinate with the General Department of Resettlement to prepare resettlement plans in accordance with the resettlement framework;
- (iv) Prepare indigenous peoples plans for relevant subprojects;
- (v) Assist detailed design of subprojects to ensure involuntary resettlement impacts are minimized, if not avoided;
- (vi) Based on detailed design, conduct detailed measurement survey and update the resettlement plan in accordance with the resettlement framework;
- (vii) In coordination with the General Department of Resettlement, conduct training sessions for PSTs and commune councils to ensure proper understanding and implementation of resettlement plans;
- (viii) In coordination with the General Department of Resettlement, assist in organizing and conducting consultations with affected people to ensure that the resettlement plan have been fully discussed and agreed;
- (ix) Prepare a monitoring system for the resettlement impacts of all rural infrastructure subprojects under the project;
- (x) Prepare a monitoring system for the indigenous peoples impacts of all rural infrastructure subprojects under the project;
- (xi) In coordination with the General Department of Resettlement, assist PSTs and commune councils in the implementation of the resettlement plans in the subproject areas where required;
- (xii) In coordination with the General Department of Resettlement, assist PSTs and commune councils in monitoring implementation of the resettlement plans where required;
- (xiii) Provide the Chief Design Engineer/Team Leader with regular progress reports on the status of social safeguards, including recommendations for improvement to enhance the poverty reduction impacts and social strategy;
- (xiv) Visit all determined civil work sites under the project, screen each subproject for land acquisition and involuntary resettlement impacts and indigenous peoples impacts, and where applicable summarize in a due diligence report to be submitted to PMU and ADB for review prior to starting construction work;
- (xv) Support in studies and survey needed to verify impacts on indigenous peoples;
- (xvi) Provide support in organizing, implementing, and documenting consultation with affected people, indigenous people's groups and other stakeholders for all infrastructure subprojects;
- (xvii) Identify (i) measures to ensure meaningful participation of affected indigenous people's groups and (ii) measures to ensure that project benefits are culturally appropriate for all infrastructure subprojects;
- (xviii) In collaboration with the General Department of Resettlement, and the National Social Safeguards Specialist under the project implementation consultant team, conduct briefings to NCDDS project management unit staff and relevant local authorities on the project resettlement framework, and resettlement plans for infrastructure subprojects where required, and provide capacity building as needed;
- (xix) Conduct briefings to NCDDS project management unit staff and relevant local authorities on the project indigenous peoples planning framework and indigenous peoples plans for infrastructure subprojects where required, and provide capacity building as needed;

- (xx) Work closely with the national Social Safeguards Specialist under the project implementation consultant team to provide input as required for the semi-annual social safeguards monitoring reports, and the project quarterly and annual progress reports; and
- (xxi) Perform other tasks as reasonably requested by the D&S Chief Design Engineer/Team Leader.

98. Specific outputs:

- (vii) Identified involuntary resettlement impacts and other social safeguard issues for each proposed subproject and a short report explaining these;
- (viii) For subprojects with involuntary resettlement impacts, resettlement plans in accordance with the resettlement framework (in coordination with the General Department of Resettlement);
- (ix) Where applicable, due diligence reports for infrastructure subprojects;
- (x) Indigenous peoples plans for infrastructure subprojects where required;
- (xi) Training sessions for PSTs and commune councils to ensure proper understanding and implementation of resettlement plans;
- (xii) Regular quarterly progress reports containing safeguards issues identified, issues outstanding and further actions recommended; and
- (xiii) Inputs to the semi-annual social safeguards monitoring reports (to be prepared by the social safeguards specialist in the project implementation consultant team) with regards to social safeguards for infrastructure subprojects; and
- (xiv) Inputs to the project quarterly and annual progress reports with regard to social safeguards for infrastructure subprojects.

**TERMS OF REFERENCE FOR THE LIVELIHOOD IMPROVEMENT GROUP (LIG) SUPPORT  
SPECIAL SERVICE PROVIDER 7 (SSP 7)**

**Table 1: Summary of positions and input of the LIG support (SSP 7)**

| <b>Position</b>   | <b>No. of positions</b> | <b>Total input (p-m)</b> |
|---|-------------------------|--------------------------|
| <b>Senior</b>   |                         |                          |
| Assignment Manager <sup>a</sup>   | 1                       | 48                       |
| <b>Technician</b>   |                         |                          |
| Deputy Assignment Manager for service teams and LIG disaster risk reduction training <sup>a</sup> | 1                       | 36                       |
| <b>Middle Ranking</b>   |                         |                          |
| Provincial Team Leaders (7 positions x 48 p-m)  | 7                       | 336                      |
| <b>Junior / Local Staff</b>   |                         |                          |
| Field Staff (7 positions x 48 p-m)  | 7                       | 336                      |
| Admin. Staff  | 1                       | 48                       |

LIG = livelihood improvement group, p-m = person-month, SSP = special service provider.

<sup>a</sup> Positions are key experts.

## **A. Introduction**

1. These terms of reference are for a special service provider (SSP) to develop and deliver a standard training and mentoring package to all the new village based livelihood improvement groups (LIGs) supported by the Tonle Sap Poverty Reduction and Smallholder Development Project – Additional Financing (TSSD-AF) and to continue the establishment and management of the LIG Association established under the Tonle Sap Poverty Reduction and Smallholder Development Project (TSSD) on the basis of \$20.00 monthly fees paid by LIG members and to establish a permanent management of the LIG Association after the completion of this contract. The SSP 7 will also develop a voluntary Savings for Change Program to successfully support development of all aspects of savings groups amongst 2,000 LIGs, in 271 communes in 37 districts, in seven provinces under the TSSD-AF. The SSP 7 will also develop a service team in each commune and undertake disaster risk reduction (DRR) training for all LIG members.

## **B. Background**

2. The Royal Government of Cambodia will receive loan and grant proceeds from ADB and loan proceeds from the International Fund for Agricultural Development (IFAD) for the TSSD-AF. This is the second phase of the TSSD which was approved by ADB on 8 December 2009 and became effective on 31 March 2010 with a closing date of 28 February 2018.

3. The TSSD-AF's outputs will be:

- (i) Output 1: Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced. The TSSD-AF will focus on climate- and disaster-resilient roads and irrigation schemes. It will rehabilitate an additional 450 kilometers of roads and upgrade 6,000 hectares of irrigation infrastructure to allow

for at least two crops per year. Infrastructure subprojects will also be registered in the national asset inventory to ensure O&M beyond the additional financing implementation period. The existing 1,241 livelihood improvement groups (LIGs) will be strengthened and an additional 759 LIGs will be established. An LIG association will also be established with financial contribution from LIG members themselves to improve the group sustainability. Further, DRM in target communes will be strengthened through training on identifying, planning, and implementing disaster risk reduction measures, including incorporating these measures in infrastructure subprojects.

- (ii) Output 2: Enabling environment for increased agricultural productivity, diversification, and climate resilience created. Training on climate-smart agriculture practices will be provided through 200 paddy selling groups, LIGs and market improvement groups. Production of four climate-resilient rice seed varieties will be promoted upon confirmation of market demand. Beyond production, the additional financing will also improve value addition for rice, vegetables, and chicken value chains through (i) establishing multistakeholder value chain platforms, (ii) establishing 364 market improvement groups (MIGs), (iii) strengthening 103 existing small-scale agribusinesses, and (iv) establishing at least a further 97 agribusinesses.
- (iii) Output 3: Project management strengthened.

4. TSSD has already developed some 1,241 LIGs selected from mainly poor households in 196 communes in 28 districts of five provinces<sup>1</sup> and these have been based on a revolving fund grant through the commune councils (maximum \$240 per member). Economic performance of these LIGs has been very good according to a rapid evaluation undertaken in February 2017. The LIGs did not include a savings element. Under TSSD a LIG association is being created to which each LIG will be required to pay a monthly fee of \$20.00. The LIGs will receive support from the association in bookkeeping and auditing and further support should they wish to change their membership structure and rules. The association will continue to receive support through IFAD funding under TSSD-AF.

5. Members of the association will also potentially be supported in value chain linkages. Value chain facilitators under the special service provider 8 for agriculture value chains and market linkages will identify potential value chain clusters (potentially for chicken, duck, chick raising, vegetable production, rice and captive fish raising) in geographical locations with economic development potential along the value chain. Facilitators within the clusters will bring together input suppliers, smallholder farmers with a common interest in a single commodity production and buyers. They will facilitate meetings to discuss bottlenecks to the value chain and will identify measures to overcome bottlenecks. Limited matching grants will be available to assist the clusters overcome value chain bottlenecks.

6. The TSSD-AF will support the creation of 759 new LIGs (approximately 25 members per group) in 75 new communes, in nine new districts, in two new provinces namely Battambang and Prey Veng and in 15 new communes in Kampong Thom. The LIGs will also be supported by the Commune Mobile Access Workers (CMAWs) who are deployed in each commune.

7. The SSP 7 will establish a Savings for Change Program for all the existing and new LIGs. The objective of the Savings for Change Program is to enable the members of at least 1,000 LIGs

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<sup>1</sup> Banteay Meanchey, Kampong Cham, Kampong Thom, Siem Reap, and Tboung Khmum provinces are in the current project. These five provinces, plus Battambang, and Prey Veng are to be included in the additional financing project.

in the seven provinces (above) to augment their capital so that they can improve their livelihoods through both an increase in their rice productivity and diversification of incomes away from rice through the introduction of other climate resilient crops and other livelihood activities. This will be achieved by developing a savings model allowing LIG members to make small investments and gradually build up financial assets. This will also facilitate the development of social capital that will allow LIG members to share experience and develop economic confidence and the SSP 7 will introduce new economic models including the development of service teams in all 271 target communes to provide commercial services to households suffering from labor shortages. The SSP 7 will be required to work in coordination with and to report to the National Committee for Sub-National Democratic Development Secretariat (NCDDS) and coordinate with the Ministry of Agriculture, Forestry and Fisheries (MAFF)/General Directorate of Agriculture on extension training for service team members.

### **C. Goal, Objective and Scope of Work**

8. The goal is to enable each LIG to establish and sustain their Group Revolving Fund (GRF), with many of the LIGs being expected to: (i) graduate towards becoming a Credit and Saving Cooperative; and/or (ii) make their members bankable to micro finance institutions or other banking institutions. Gender targets in the TSSD-AF's gender action plan in relation to the LIGs and service teams must be ensured, monitored and reported by the SSP 7.

9. The main objective of the service provision is to assist the CMAWs to establish and to assist at least 759 village-based LIGs, by the end of 2021, through an enhancement of the management capacity within their group and technical skill mentoring to LIGs member following their microbusiness choices. The training and coaching/mentoring will be on the following topics:

- (i) adoption and implementation of the LIG rules and regulations;
- (ii) financial management and accounting;
- (iii) identifying suitable opportunities to invest the household loans which will be provided from the GRF;
- (iv) development of individual group member business plans and identifying complementary training needs;
- (v) screening and approval/rejection of loan applications;
- (vi) procedures for monitoring the use and repayment of the loans;
- (vii) strengthening the internal control mechanisms for the LIGs; and
- (viii) working with the commune councils to get appropriate trainings and assistance for the LIG members.

10. The SSP 7 will be accountable to NCDDS for the proposed assignment. At the national level, SSP 7 will also need to coordinate and consult with ADB, IFAD, the Ministry of Posts and Telecommunications (MPTC) and MAFF in order to effectively mobilize resources to support the LIGs. The SPP7 will need to draw upon the useful experience on improved management of GRF being implemented by the Food and Agriculture Organization of the United Nations (FAO) and under projects financed by IFAD and from other projects. At the subnational level, SSP 7 will need to work closely with the Provincial Support Team/District Support Team (PST/DST) members, Provincial Department of Agriculture, Forestry and Fisheries, District Office of Agriculture, District Gender Focal Point, including Commune Gender Focal Point, target commune councils, and the CMAWs.

11. The SSP 7 is required to provide the following services to support each new LIG:

- (i) Prepare and finalize the LIG Operational Manual to a level which is acceptable to NCDDES before the commencement of program of training and mentoring for the LIGs.
- (ii) Develop and produce training materials on the following topics: (a) group internal rules and regulations; (b) financial management, book-keeping and GRF use; (c) group member business plan, loan application and loan contract; (d) organization of the group meetings; (e) financial literacy training including working with micro finance institutions or commercial banks; and (f) facilitation, communication, gender awareness and analysis and leadership skills.
- (iii) Provide cluster trainings to 75 target communes for the LIG group leaders, Commune Chiefs and CMAWs. One cluster training per commune; first year main training will be conducted and subsequently one year refresher trainings at the end of each year, which will include the integration of the Credit and Savings Cooperative concept.
- (iv) Conduct coaching/mentoring for at least 759 LIGs across three provinces to enable the LIGs to achieve effective management of the group including: (a) implementation of group rules and regulations; (b) financial management and accounting/book-keeping; (c) identifying suitable opportunities to invest the GRF; (d) development of group member business plans and identifying complementary training needs; (e) screening and approval/rejection of loan applications; (f) monitoring of the use and repayment of the loans; (g) strengthening the group internal control; and (h) working with the commune councils to get appropriate trainings and assistance for the LIG members. Each LIG will receive monthly coaching/mentoring visits provided, at an appropriate time preferably at the loan interest due date (12 times by the SSP per year). The SSP 7 must always provide advance notice to the LIGs on the schedule of their visit.
- (v) Facilitate for each LIG the (a) development and approval of the group rules and regulation; (b) adoption of the guidelines on GRF use; (c) opening group accounts at micro finance institutions or Commercial Bank; and (d) establishing a safe amount for cash on hand.
- (vi) Facilitate linkages between LIGs and local micro finance institutions, where available, and identify the possibility for outreaching their services to the groups.
- (vii) Facilitate and encourage all target communes to run the social public audit meetings once a year between commune councils and the LIGs at the commune office to ensure transparency and accountability within the groups.
- (viii) Conduct a semi-annual assessment and reporting to NCDDES of LIG performance and consolidation of the status of GRF records by group, village, commune, district and province with identification of problems/issues and corrective action required.

12. The SSP 7 will be required to attend and report the progress with proposed work plan in all District and Provincial Monthly Coordination Meetings which are conducted by DST and PST at each target province.

13. The SSP 7 must ensure that their team will have a good gender balance with at least 25% of their staff being women and gender disaggregated data must be included in all of their progress reports.

14. The SSP 7 will support a savings model amongst 1,000 LIGs and introduce the establishment of service teams in all 271 communes, with at least 200 service teams operational over a 4.5-year period. Training for service teams will concentrate on rice in year 1 and will then diversify into two to five alternative crops and/or small scale processing agreed with farmers in

years 2 and 3 of support. The FAO Climate Resilient Farmers Field School and System of Rice Intensification (SRI) models may be used as a basis for extension activities of rice and alternative crops and where training manuals are not available these will be developed by the SSP 7. Development of visual aids for non-literate or semi-literate farmers will be in the identified crop range will be provided by a team of ICT consultants.

15. The expected tasks for the SSP 7 will be performed in accordance with a mutually agreed schedule and the following overall services will be provided:

### **1. Establishing Savings for Change Program: Existing LIGs**

- (i) Promotion meetings, 10 facilitators, each village for five days, each village two LIGs.
- (ii) Support interested LIGs over a 7-week set up period. During this period hold weekly meetings including 1.5 hours of training, 17 facilitators, two new LIGs per day (eight or nine per week).
- (iii) After 7-week establishment period, organize weekly saving meetings for the first three months. At these weekly visits provide accounting/bookkeeping training. Continue similar support for the next three months every two weeks, and for the next 6-12 months every month, 30 facilitators, two LIGs per day.
- (iv) Second year, follow up, facilitate second cycle, using an agreed assessment form assess LIGs ready to graduate to autonomous status. LIGs that do not graduate will receive a further 6-month support only, 10 facilitators, two LIGs per day.
- (v) After graduation offer each LIG the opportunity to link to with the IFAD funded value chain program.

### **2. Establishing Savings for Change Program: New LIGs**

- (i) Promotion meetings, 10 facilitators, each village for five days, each village two LIGs.
- (ii) Support interested LIGs over a 7-week set up period. During this period hold weekly meetings including 1.5 hours of training, 17 facilitators, two new LIGs per day (eight or nine per week).
- (iii) After 7-week establishment period, organize weekly saving meetings for the first three months. At these weekly visits provide accounting/bookkeeping training. Continue similar support for the next three months every two weeks, and for the next 6-12 months every month, 20 facilitators, two LIGs per day.
- (iv) Second year, follow up, facilitate second cycle, using an agreed assessment form assess LIGs ready to graduate to autonomous status. LIGs that do not graduate will receive a further 6-month support only, 10 facilitators, two LIGs per day.
- (v) After graduation offer each LIG the opportunity to link to with the IFAD funded value chain program.

### **3. LIG Association**

- (i) The existing 1,241 LIGs are members of the LIG association and each is expected to pay \$20.00 per month to the Association. SSP 7 will assign or maintain existing permanent staff to manage the association and continue: enhancement of the management capacity within their groups and technical skill mentoring to LIGs member following their microbusiness choices. The training and coaching/mentoring will be on the following topics: (i) implementation and adaption

of the LIG rules and regulations; (ii) financial management and accounting; (iii) identifying suitable opportunities to invest the household loans which will be provided from the GRF; (iv) development of individual group member business plans and identifying complementary training needs; (v) screening and approval/rejection of loan applications; (vi) procedures for monitoring the use and repayment of the loans; (vii) strengthening the internal control mechanisms for the LIGs; and (viii) working with the commune councils to get appropriate trainings and assistance for the LIG members (using the surplus from fees collected).

- (ii) It is expected that the 759 new LIGs will join the association if successful.
- (iii) The tenderer for the SSP 7 contract will describe how the LIG Association will be run and include the curriculum vitae (CVs) of key experts in their proposal.

#### **4. Establishing Service Teams (one established per commune with at least 200 teams operational)**

- (i) Second year: Identify service team members (12-20 initially) start from LIGs. Organize half day meetings, explore, who wishes to join, then develop team composition (supervisors, etc.), eight facilitators.
- (ii) Train service team members in sustainable climate resilient agricultural practice, 3-day training, first rice, then vegetables, then livestock. Provide 3 x 3-day training for each team to include awareness raising and extension, 24 facilitators.
- (iii) Once training is complete, cooperate with MAFF agriculture extension to support service team members, so that they can obtain weeders, a drum seeder, hire or purchase is possible but the project can provide loans through the new LIGs, livelihood support scheme.  
Facilitate first service provision to local farmers – during twocrops of rainfed rice. This lasts six months and then there is six months with nothing, support service teams to start local food processing, one visit a month, eight technicians.

#### **5. DRR Training**

- (i) In cooperation with the National Committee for Disaster Management Secretariat (NCDMS) training program in DRR at commune level, the SSP 7 will undertake two one-day training programs for each LIG.
- (ii) Develop training program content to the acceptable level of NCDDDS and NCDMS before the provision of the training sessions.
- (iii) Work with LIGs to ensure that they are aware of DRR plans in their commune and can communicate their awareness to others.

16. It should be noted that that more intensive input may be needed during the rice planting seasons, particularly for service team support, and that tenderers can propose the number of staff and their input to best fit their methodology in their proposals.

#### **E. Staff of the SSP**

17. The SSP 7 will carry out the work with at least the number and categories of staff listed below. The SSP who receives a Request for Proposal will be required to provide a list of the names and CV of all staff working on the assignment in a sealed envelope to NCDDDS. The

qualifications of the key experts are very important and must be strictly followed in selecting the key experts. The names of the Assignment Manager and Provincial Deputy Assignment Manager included in the proposal may not be changed unless the replacement has at least equivalent qualifications and experience to the staff member being replaced. The replacement of the Assignment Manager or Provincial Deputy Assignment Managers will be subject to the prior approval of NCDDS and ADB.

- (i) The **Assignment Manager** will be overall in-charge of all aspects of the work including ensuring the performance of other staff members. He or she will be the direct point of contact with NCDDS and the PST Leader for day-to-day matters. In particular, the Assignment Manager will be responsible for the new LIG formation and functioning, the Saving for Change Program both existing and new LIGs, and the LIG Association establishment. The Assignment Manager must have a bachelor degree or higher degree in a relevant subject and at least 10 years' experience of managing and implementing participatory development projects.
- (ii) The **Deputy Assignment Manager** will be responsible to organize the work plan for LIG support and for service team development and DRR training respectively in each province in coordination with the PST Leader and ensure the performance of the junior team members. The Deputy Assignment Manager must have a degree level qualification in a relevant subject and at least five years' experience of implementing participatory development programs.
- (iii) SSP 7 must deploy sufficient **Provincial Team Leaders** and **Field Staff** in each province to fulfill the scope of work (above). The number of Field Staff and the period of their employment are to be specified in the SSP proposal and this will become part of the contract i.e., the deployment of Field Staff will in no case be at a lower level than specified in the proposal. The Provincial Team Leaders will report to the Assignment Manager and Deputy Assignment Manager, and will manage the Field Staff in all tasks of SSP 7's assignment. The Field Staff will be responsible for capacity building, mentoring/ coaching, and monitoring and evaluation. Provincial Team Leaders must have a bachelor degree in a relevant subject and at least 5 years' work experience in rural development, agricultural extension, or micro credit. Field Staff must have either a degree level qualification in a relevant subject and at least two years' work experience in participatory development; or a higher education qualification below degree level and at least five years' working experience in participatory development.
- (iv) Admin Staff and any **other staff members** as specified in the SSP proposal.

## F. Support from NCDDS

18. NCDDS will provide full information and contact details for the 75 targeted communes across the three provinces including names and telephone numbers of commune council chiefs, CMAWs, DST and PST Leaders in each province. NCDDS will also provide any necessary introductions to provincial, district, and commune leaders that are requested by the SSP 7 during the course of the assignment.

## G. Qualifications

### 1. Required Qualifications

19. The selected organization should possess the following qualifications:
- (i) Nongovernment organizations/firms registered in Cambodia;
  - (ii) Demonstrated experience of implementation of similar programs specifically concerned with improved rice production;
  - (iii) Past experience of working or collaborating with savings groups;
  - (iv) Past experience of working with service teams; and
  - (v) Experience of commune level DRR training.

**2. Preferred qualifications**

20. The selected organization should have the following qualifications:
- (i) Experience of working with rural households;
  - (ii) Strong background and focus on crop marketing;
  - (iii) Demonstrate experience of gender mainstreaming in community development; and
  - (iv) Previous experience working with externally financed-project, preferably an ADB or IFAD supported project.

**H. Deliverables and Reports**

21. Outputs can be defined as follows:
- (i) Work plan for the first year within four weeks of mobilization;
  - (ii) Training manuals developed as specified by mid-term;
  - (iii) Quarterly progress reports thereafter;
  - (iv) Work plans for second, third, and fourth years; and
  - (v) Completion report.
22. Mid-term (after 2.5 years) and final expected outputs.
23. **Outputs at Mid-term**
- (i) 75 service teams operational (assessed by service teams);
  - (ii) At least 400 savings groups operational;
  - (iii) At least 600 training events undertaken;
  - (iv) At least 450 new LIGs formed; and
  - (v) LIG association established.
24. **Final outputs**
- (i) At least 1,000 savings groups operational;
  - (ii) 271 service teams established of which at least 200 are self-sustaining;
  - (iii) 759 new LIGs functional with gender targets met;
  - (iv) Rice yield of at least 3.5 tons per hectare per season;
  - (v) 20% increase in diversification of income source from rice on areas served by service teams;
  - (vi) LIG association operational; and
  - (vii) All LIGs received DRR training and at least 1,000 LIGs able to apply DRR in their practices.

## I. Terms of Reference of Key Experts

### 1. Assignment Manager

25. The Assignment Manager, will report to the NCDDS Project Director and NCDDS Project Manager. S/he will be based at a Phnom Penh office and will work with NCDDS Project Management Unit on an agreed work plan. S/he will carry out the following tasks:

- Assign or continue contracts of permanent staff to manage the association and continue: enhancement of the management capacity within their groups and technical skill mentoring to LIG members following their microbusiness choices.
- Support LIG association staff to develop training and coaching/mentoring on the following topics:
  - (i) implementation and adaption of the LIG rules and regulations;
  - (ii) financial management and accounting;
  - (iii) identifying suitable opportunities to invest the household loans which will be provided from the GRF;
  - (iv) development of individual group member business plans and identifying complementary training needs;
  - (v) screening and approval/rejection of loan applications;
  - (vi) procedures for monitoring the use and repayment of the loans;
  - (vii) strengthening the internal control mechanisms for the LIGs; and
  - (viii) working with the commune councils to get appropriate trainings and assistance for the LIG members (using the surplus from fees collected).
- Advise the Project Directors and the Project Managers of MAFF and NCCDS on LIG association related issues regularly to ensure that the association is in line with government policies, guidelines and the evolving framework for sub-national government and follows the provisions of the ADB loan and grant agreements, and IFAD financing agreement,.
- Advise the Project Directors and the Project Managers of MAFF and NCCDS, and relevant staff from the Ministry of Posts and Telecommunications (MPTC) and the National Committee for Disaster Management Secretariat (NCDMS) continuously to ensure that SSP 7 achieves the outcome and outputs envisaged in the TSSD-AF design and monitoring framework.
- Provide technical advice to the Ministries, sub-national agencies, and consultants responsible for supporting the LIG and agricultural value chain investments.
- Facilitate the liaison between NCDDS, MPTC, and MAFF on matters regarding rural ICT, agribusiness, and extension delivery mechanisms.
- Assist the NCDDS Project Director and Project Manager in matters relating to planning and preparation of the annual work plan and budget of SSP 7, integrating the work plan and budget of SSP 7 into the overall project work plan.
- Support the rural ICT interventions, particularly the Commune Mobile Access Program, and facilitate assistance to the MPTC.
- Oversee and coordinate the work of all the SSP 7 team members, ensure that they are fulfilling their terms of reference and handle all administrative matters relating to the SSP contractor's contractual arrangements with the executing and implementing agencies.
- Provide the Project Directors and the Project Managers of MAFF and NCCDS with regular physical and financial progress reports, including information on progress

- made, issues outstanding and actions recommended.
- Prepare and finalize the LIG Operational Manual to a level which is acceptable to NCDDDS before the commencement of program of training and mentoring for the LIGs.
- Develop and produce training materials on the following topics:
  - (i) group internal rules and regulations;
  - (ii) financial management, book-keeping and GRF use;
  - (iii) group member business plan, loan application and loan contract;
  - (iv) organization of the group meetings;
  - (v) financial literacy training including working with micro finance institutions or commercial banks; and
  - (vi) facilitation, communication, gender awareness and analysis and leadership skills.
- Provide cluster trainings to 75 target communes for the new LIG group leaders, commune chiefs and CMAWs. One cluster training per commune; first year main training will be conducted and subsequently one year refresher trainings at the end of each year, which will include the integration of the Credit and Savings Cooperative concept.
- Facilitate for each LIG:
  - (i) the development and approval of the group rules and regulation;
  - (ii) adoption of the guidelines on GRF use;
  - (iii) opening group accounts at micro finance institutions or commercial bank; and
  - (iv) establishing a safe amount for cash on hand.
- Facilitate linkages between LIGs and local micro finance institutions, where available, and identify the possibility for outreaching their services to the groups.
- Facilitate and encourage all target communes to run the social public audit meetings once a year between commune councils and the LIGs at the commune office to ensure transparency and accountability within the groups.
- Conduct a semi-annual assessment and reporting to NCDDDS of LIG performance and consolidation of the status of GRF records by group, village, commune, district and province with identification of problems/issues and corrective action required.
- For the savings scheme, facilitate promotion meetings for all LIGs.
- Support LIGs interested in establishing savings scheme over a seven weeks set up period.
- After the seven weeks establishment period organize weekly saving meetings for the first three months. At these weekly visits provide accounting/bookkeeping training. Continue similar support for the next three months every two weeks, and for the next 6-12 months every month,
- Second year, follow up, facilitate second cycle, using an agreed assessment form assess LIGs ready to graduate to autonomous status. LIGs that do not graduate will receive a further six months support only,
- Mentor the Project Director and the Project Manager of NCCDS on LIG and savings scheme related matters and assist them in the management of the SSP teams.
- Advise the SSP in matters relating to planning and preparation of the annual work plan and budget.
- Assist all project consultants and MAFF in ensuring that there is good coordination with MAFF, NCDDDS, MPTC, and NCDMS in all policy and major operational matters related to the SSP implementation.

- Undertake other tasks as requested by the NCDDDS Project Director and Manager.

26. Minimum qualifications are:

- A relevant post-graduate university degree: formal qualifications in agriculture with a major of agronomy or a related agricultural subject.
- Preferably 15 years of experience in the management of large-scale agricultural and rural development projects financed by the international financial institutions; wide experience of participatory agricultural development, including irrigation.
- Experience of savings groups and service teams will be an advantage.
- Proven planning, management and reporting skills.
- Excellent English communication skills, written and spoken.
- Previous experience in Cambodia; some knowledge of Khmer is desirable.
- Availability and willingness to undertake visits to the target communes.

## 2. Deputy Assignment Manager

27. The Deputy Assignment Manager will report to the Assignment Manager,. S/he will be based in one of the TSSD-AF provinces, or based at the SSP's Phnom Penh office and expected to travel extensively to the field. S/he will coordinate with MAFF for the establishment of the service teams and with NCDMS for DRR training of the LIGs. S/he will carry out the following tasks:

- Ensure service teams are established;
- Train service team members in sustainable climate resilient agricultural practice on rice, then vegetables, then livestock;
- Once training is completed, cooperate with MAFF agriculture extension to support service team members, so that they can obtain appropriate equipment such as weeders, a drum seeder and hire purchase through the LIGs loans;
- Support the functioning and sustainability of service teams;
- Facilitate first service provision to local farmers during two crops of rainfed rice.
- In cooperation with the NCDMS, deliver training program in DRR for each LIG.
- Develop training program content to the acceptable level of NCDDDS and NCDMS before the provision of the training sessions.
- Work with LIGs to ensure that they are aware of DRR plans in their commune and can communicate their awareness to others.
- Advise the Project Directors and the Project Managers of MAFF and NCCDS on service team and DRR related issues to ensure that implementation is in line with government policies, guidelines and the evolving framework for sub-national government and follows the provisions of the ADB loan and grant agreements, and the IFAD financing agreement.
- Advise the Assignment Manager to ensure that TSSD-AF achieves the outcome and outputs envisaged in the project design and monitoring framework.
- Mentor the Project Directors, Project Managers of MAFF and NCCDS on matters relating to service teams and DRR training of the LIGs.
- Assist the Assignment Manager in matters relating to planning and preparation of the annual work plan and budget of SSP 7, integrating the work plan and budget of SSP 7 into the overall project work plan.
- Assist NCDDDS in ensuring that there is good coordination with MEF, MAFF, NCDDDS, MPTC, and NCDMS in all policy and major operational matters related to

the implementation of the service teams and DRR training.

- Liaise with MAFF and NCDDDS to ensure synergy with SSP 8 supporting value chain development and market linkages.
- Provide input to the Assignment Manager, and the MAFF and NCDDDS Project Directors and Managers for quarterly physical and financial progress reports, including information on progress made, issues outstanding and actions recommended.
- Undertake other tasks as requested by the Assignment Manager.

28. Minimum qualifications are:

- A relevant post-graduate university degree in agriculture or combination of education and appropriate agricultural and rural development experience.
- 10 years' experience of project management experience in the management of large-scale agricultural and rural development projects financed by the international financial institutions.
- Five years' experience with a Cambodian private sector agribusiness development and knowledge of value chains.
- Good up to date knowledge of ADB procedures, policies, and financial rules and regulations; and government financial management and administrative procedures.
- Proven planning, management and reporting skills.
- Computer literacy: word processing, spreadsheets, power point and database programs.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

**TERMS OF REFERENCE FOR AGRICULTURE VALUE CHAINS AND MARKET LINKAGES  
SUPPORT  
SPECIAL SERVICE PROVIDER 8 (SSP 8)**

**Table 1: Summary of Positions and person-months of the Agriculture Value Chains and Market Linkages Special Service Provider**

| Position <sup>a</sup>                             | No. of positions | Total input (p-m) |
|---|------------------|-------------------|
| <b>Assignment manager</b>                         | 1                | 51                |
| <b>1. Value Chain Support</b>                     |                  |                   |
| <b>Manager for Value Chains</b>                   | 1                | 13                |
| Field staff (1 per province)                      | 7                | 273               |
|   |                  |                   |
| <b>2. MIG support</b>                             |                  |                   |
| <b>General manager for brokering services</b>     | 1                | 51                |
| <b>Managers for brokering services</b>            | 4                | 204               |
| <b>Manager for Livestock production</b>           | 1                | 15.5              |
| <b>Manager for Vegetables production</b>          | 1                | 15.5              |
| <b>Manager for Rice production</b>                | 1                | 10                |
| District brokers                                  | 28               | 1,158             |
| Commune brokers                                   | 28               | 1,428             |
|   |                  |                   |
| <b>3. Small and medium enterprise development</b> |                  |                   |
| <b>Area Manager</b>                               | 4                | 204               |
| District staff                                    | 28               | 1,158             |
| Field staff                                       | 28               | 1,428             |

p-m = person-month.

<sup>a</sup> Position in bold are key experts.

## **A. Purpose**

1. These terms of reference are for a Special Service Provider (SSP 8) to:
  - (i) develop of all aspects of the value chains for rice, chicken, and vegetables in seven provinces of the Tonle Sap Poverty Reduction and Smallholder Development Project – Additional Financing (TSSD-AF).<sup>1</sup> This support will be provided through district value chain working groups for three years working with the Ministry of Agriculture, Forestry and Fisheries (MAFF), Provincial Support Teams (PSTs), District Support Teams (DSTs), and District Offices of Agriculture (DoAs) and will focus on developing links with the private sector to assist farmers overcome value chain bottlenecks;

<sup>1</sup> The TSSD-AF will expand activities from 196 communes in five provinces (Banteay Meanchey, Kampong Cham, Kampong Thom, Siem Reap, and Tboung Khmum) supported by TSSD, to 271 communes in seven provinces, including the two additional provinces of Battambang and Prey Veng in the Tonle Sap Basin.

- (ii) developing a sustainable network of agribusiness (commune) brokers that will work with market improvement groups (MIGs) to increase returns for farmers through negotiated contracts with input suppliers and output buyers in the target communes and districts supported by the TSSD-AF. The brokering service will develop MIGs to improve upstream and downstream value chain performance for rice, chicken, vegetables and fish-farming (if viable existing groups engaged in fish farming are identified). MIGs will receive extension support for up to three years until extension support can be provided under private sector contracts; and
- (iii) small-and medium-enterprise development, mainly for chick and chicken production and chicken feed, but including relevant small-and medium enterprises in other value chains.

## B. Introduction

2. The Royal Government of Cambodia has received loan and grant proceeds from ADB and loan proceeds from the International Fund for Agricultural Development (IFAD) for the TSSD-AF. The project's outputs will be:

3. **Output 1: Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced.** The TSSD-AF will focus on climate- and disaster-resilient roads and irrigation schemes. It will rehabilitate an additional 450 kilometers of roads and upgrade 6,000 hectares of irrigation infrastructure to allow for at least two crops per year. Infrastructure subprojects will also be registered in the national asset inventory to ensure operation and maintenance beyond the additional financing implementation period. The existing 1,241 livelihood improvement groups (LIGs) will be strengthened and an additional 759 LIGs will be established. An LIG association will also be established with financial contribution from LIG members themselves to improve the group sustainability. Further, disaster risk management in target communes will be strengthened through training on identifying, planning, and implementing disaster risk reduction measures, including incorporating these measures in infrastructure subprojects.

4. **Output 2: Enabling environment for increased agricultural productivity, diversification, and climate resilience created.** Training on climate-smart agriculture practices will be provided through 200 paddy selling groups, LIGs and market improvement groups. Production of four climate-resilient rice seed varieties will be promoted upon confirmation of market demand. Beyond production, the additional financing will also improve value addition for rice, vegetables, and chicken value chains through (i) establishing multistakeholder value chain platforms, (ii) establishing 364 market improvement groups (MIGs), (iii) strengthening 103 existing small-scale agribusinesses, and (iv) establishing at least a further 97 agribusinesses.

5. **Output 3: Project management strengthened.**

6. The TSSD has already developed 1,240 LIGs selected from mainly identified<sup>1</sup> and identified<sup>2</sup> poor households in 196 communes in 28 districts from the five provinces and these have been based on a revolving fund. Economic performance of these LIGs has been very good according to a rapid evaluation undertaken in February 2017. The LIGs did not include a savings element. Under TSSD a LIG association is being created to which all LIGs will be required to pay a monthly fee of \$20.00. The LIGs will receive support from the association in bookkeeping and auditing and further support should they wish to change their membership structure and rules. The association will continue to receive support under TSSD-AF.

7. The LIGs established by the TSSD were based around a revolving credit fund which enabled members to draw down on funds in three tranches. LIG members were able to use funds to establish or expand household scale income generating activities. Investments covered a wide range of activities including rice, chickens, vegetables and mushrooms. Loan defaults across 1241 LIG groups with a total membership of over 25,000 farming households was very low and many LIG members have taken out the third tranche. LIGs also provided a focal point for training and transferring technology. The combination of a credit line linked to extension activities has been successful and resulted in a good uptake of chicken raising activities. Commercial vegetable production technology was not part of the TSSD program.

8. Farmers looking to find additional and alternative sources of income are faced with strong competition in domestic markets from imported products from Thailand and Viet Nam. The TSSD demonstrated that productivity could be increased for chicken farmers by identifying key constraints and developing a low cost and replicable technology package that includes vaccination and concentrate feeds.

9. Commercial chicken production now offers smallholder farmers both an alternative and an additional source of household income. Under TSSD-AF it is proposed to further upscale commercial chicken production to new and existing target communes. Assistance will also be extended to cover commercial vegetable and fish production.

10. While farmers were enthusiastic to diversify their sources of household income, they experienced problems in marketing their products. For example, the time to raise a broiler chicken is up to three months and the profit margin is approximately KR3,000 – KR5,000. By contrast the trader is able to make a KR2,000 – KR3,000 profit from buying and reselling. Lack of understanding of markets and marketing opportunities is a major constraint to up-scaling and expanding income generating activities.

11. Market failures can be attributed to a number of inter-related factors:

- (i) fragmented markets make it difficult to interpret market signals for demand and prices;
- (ii) producers operate independently and do not undertake any value adding activities such as aggregation and grading; and
- (iii) there is an increasing dependency on imported products particularly in the hospitality industry where quality and continuity of supply is important.

12. There are growing consumer concerns over the safety of food particularly in Phnom Penh. Regulations on the use of sprays and holding periods are not enforced. Increasing market opportunities will require strengthening all aspects of the value chain from farmer to consumer. Emphasis needs to be put on organization and raising awareness and communication among value chain actors of their roles and responsibilities. The majority of investment has been made at the farm level; it is important however, to understand that successful value chains require investment across the whole value chain. Developing a competitive advantage against imported products for Cambodian farmers will require implementing strategies to reduce input costs, strengthen market linkages and add value through innovations that will differentiate local products on the basis of quality and food safety. Implementing these strategies will involve mediating collective actions that involve producers, input suppliers and output buyers.

13. Smallholder farmers in Cambodia produce in a cycle of low margins, resulting in low-risk taking ability and low investments leading in turn to low productivity, price taking, and low value

addition. Smallholder producers are further constrained by geographic spread and an inability to compete on price and product range against imported products from Thailand and Viet Nam. Moving farmers from price takers to price setters will involve making farmers more competitive by reduce the cost of production and increasing market prices.

14. While the TSSD focused on investment in infrastructure, improving production technology and rural credit, there has been relatively little investment in creating a demand driven environment for the agriculture sector. The majority of non-rice products are still sold through informal spot markets. Supermarkets are expanding in Phnom Penh and other major urban centers; however, they are heavily reliant on imported products. Similarly, the hospitality sector that is also a potentially large market for quality products relies on imported products rather than erratic local supply chains.

15. The fragmented nature of the market results in weak market signals for quality and quantity and exposes producers to low spot market prices. This has resulted in a perception by producers that markets are very limited and is a constraint to expanding and diversifying commercial agriculture.

16. **Approach.** The approach will be based on:

- (i) strengthening and transmitting market signals for quality and quantity;
- (ii) develop branding based on product differentiation;
- (iii) developing market linkages that reduce the number of transactions between producers and terminal markets;
- (iv) aggregating demand by geographic location to reduce transport costs; and
- (v) supporting market improvement groups to enhance productivity in selected value chains

### **C. Background to the Value Chains to be Supported**

17. Value chains for rice and other products are weak and lack governance and coordination which would strengthen their capacity and allow producers to move from a position of price taking to price setting.

#### **1. Livestock Production**

18. Commercial chicken and duck production offers smallholder farmers both an alternative and an additional source of household income. A large volume of chicken meat is currently imported from Thailand; however, consumer preference is for locally produced chickens rather than those produced in large scale “factory” conditions involving high levels of antibiotics and growth hormones. A key constraint to expanding village level chicken production is the prevalence of Newcastle disease, fowl cholera and fowl pox. Lessons learnt from TSSD indicated that village vaccination programs are generally not successful and not all farmers are willing to participate. Instead, a technology package was developed and successfully trialed that involved supplying pre-vaccinated chicks and housing vaccinated chickens in caged houses and providing concentrate formulated feed. The trial also involved establishing commune level farmers who specialized in raising and providing high health chicks for broiler producers. Using this system significantly reduced losses from disease and both chick and broiler producers have reported good returns on investment. Commune level microenterprises for producing chicken feed were also established.

## 2. Commercial Vegetable Production

19. Commercial vegetable production offers smallholder farmers both an alternative and an additional source of household income. Currently over 60% of the vegetables sold in major urban markets such as Phnom Penh are imported from Viet Nam and Thailand. While import substitution would open a potentially large market, local producers are not efficient enough and lack the skills to compete on price, quality and continuity of supply with imported products. There is an increasing body of evidence that indicates Cambodian consumers in both formal and informal markets are becoming more concerned with the safety of fresh produce and have a preference for Cambodian produce. The IFAD-funded Project for Agricultural Development and Economic Empowerment (PADEE) has demonstrated that it is possible to produce safe produce at competitive prices using new and innovative technology.

## 3. Rice

20. Rice prices fell dramatically in the 2015 – 2016 season and many farmers produced at a loss. Lack of awareness of marketing and value adding opportunities left farmers exposed to market traders with little option other than to take the price that was offered. Climate change has also increased the risk of potential crop losses and farmers have limited knowledge or understanding of how to mitigate risks through using drought resistant varieties and through adopting practices that increase yields while reducing input costs.

## 4. Fish Farming (Aquaculture)

21. Aquaculture accounts for approximately seven percent of Cambodia's overall fish production. Freshwater aquaculture systems include cages and pens, intensive ponds, extensive homeland ponds, community fish refuge ponds and integrated rice-fish farms. A community fish refuge is a form of stock enhancement or a fish conservation measure that is intended to improve the productivity of rice field fisheries by creating dry season refuges for brood fish in seasonally inundated rice fields. Community fish refuge will not be targeted under the TSSD-AF.

22. Based on the 2014 Annual Report of MAFF, 301 fish hatcheries operate in Cambodia and 65,000 families are engaged in small-scale aquaculture. As of 2014, MAFF had established 802 community fish ponds across the country, with 173 in Kampong Speu province alone.

23. According to MAFF, fish farming in 2014 yielded 120,055 tons of fish, up 30,055 tons in 2013. However, the statistics show declines in crocodile farming and fish seed production. Fish seed production decreased from 150 million eggs in 2013 to 120 million eggs in 2014.

## D. Goal, Objective and Scope of Work

24. The goal of the SSP 8 is to strengthen market linkages by developing a network of demand driven value chains for selected products that will provide higher returns to all players in the value chain including producers, input sellers, and buyers.

25. The specific objectives of SSP 8 are to:

- (i) develop value chain cluster meetings in all TSSD-AF communes and value chain working groups in all TSSD-AF districts to develop a culture of cooperation between farmers, the government agencies and the private sector;
- (ii) establish a brokering service to support 364 market improvement groups (MIGs),

including at least 196 backyard chicken MIGs, 84 vegetable MIGs, 84 rice MIGs and up to 84 aquaculture fish MIGs with the objectives that:

- a. 70% of MIGs are fully functional with effective business partners by project end;
  - b. each MIG for backyard chicken reach target sale of \$25,000/year;
  - c. each non-chicken MIGs reach target sale of \$50,000/year by project end; and
  - d. the brokering service to address both production and market issues for smallholder farmer is self-financing after three years of operation.
- (iii) Provide extension services to LIGs and MIGs members that are interested in commercial production of livestock (chicken and duck), vegetables, and rice as follows:
- a. Provide training on livestock (chicken and duck) to members of the newly established LIGs;
  - b. Provide climate smart agriculture practices for rice and vegetables MIGs based on FAO/MAFF climate smart curriculum;
  - c. Delivery a training program to further develop the basic skills of the farmers in Climate Smart Rice Production;
  - d. Support field days at commune level between traders and farmers to introduce farming community to value added opportunities in variety, grades, packaging, storage and local processing for rice; and
  - e. Work with MAFF General Directorate of Agriculture, which will support the rice MIGs to work with provincial research stations to trial climate resilient varieties and identify those that have a market demand.
- (iv) Establish and strengthen at least 200 small and medium enterprises (SMEs) fully functioning by project end with effective business plans, as follows:
- a. existing 117 SMEs established under the original TSSD project are strengthened;
  - b. at least 40 additional SMEs formed by year 2;
  - c. at least 83 additional SMEs established by year 3; and
  - d. at least 200 SMEs in total fully functional by project end.

26. Scope of Work are as follows:

### **1. Value Chain Cluster Meetings and Working Groups**

27. The objective is to start regular value chain cluster meetings at commune level and establish value chain working groups at district level that will identify value chain bottlenecks and to work towards solutions. The SSP 8 will train DOA staff to act as value chain cluster meeting organizers in all communes together with commune councils. The initial focus will be on farmer groups producing rice in communes where specific opportunities are identified to add value including better use of inputs through group purchasing, technology innovation for increased production, grading and use of moisture meters to monitor drying. TSSD has already started to introduce commune level value chain meetings, organized by the commune councils. Under TSSD-AF these meetings will be organized systematically and will occur in each commune every three months for the first two years. There after follow up will be annual. The commune councils

will be supported by the DOA and the commune mobile access workers (CMAWs) to organize and facilitate the meetings and they will invite input suppliers and traders in locally grown crops (or crops that could be grown locally) to participate.

28. At the value chain cluster meetings, the CMAWs will show relevant training materials and the SSP 8 will support the DOAs to facilitate a discussion in which representatives of input suppliers, farmers and traders explain their problems and wishes. Over the course of the first year problems and opportunities will be identified. Farmer groups will be asked to respond to problems and opportunities such as bulk purchase of inputs, better use of inputs, change in variety, changes in cropping pattern, aggregated supply, genetic purity, grading, packaging, processing, etc. Producers of commercial rice (probably on irrigated areas), chickens, vegetables, and fish farming will be supported to develop into MIGs by district and commune brokers.<sup>2</sup> Value chain working groups will be established in each of the 37 districts to coordinate these activities and look for opportunities for aggregation at district level.

29. In new TSSD-AF communes, the SSP 8 will work in cooperation with DOA staff for the delivery of capacity building training and mentoring for the CMAWs to assist with establishing Farmer Training Schools for chick and broiler production. Nine chick Farmer Training Schools and 75 broiler production Farmer Training Schools will be established in the nine new districts covered by the TSSD-AF. The Farmer Training Schools will be established on land belonging to a LIG member nominated by the LIG. Materials for establishing training units will be funded by the program. The manager for livestock SSP 8 will also be required to work with the district and commune brokers to develop a production plan based on current and future market requirements for quantity and quality. Training will be based on best practices and recommendations of the World Organisation for Animal Health.

30. The SSP 8 will work with the existing network village animal health workers and in cooperation with the District Offices of Animal Health and Production, for the delivery of capacity building training and mentoring for the village animal health workers including the establishment of demonstration chick and broiler production units in each of the project districts. The SSP 8 will also work with the district and commune brokers and input suppliers to develop a procurement plan for inputs including veterinary supplies, construction materials and feed. The types and doses of vaccines to be used and feed will follow the government recommended procedures.

## **2. MIGs Support: Formation, Extension Services and Brokering Service**

### **a. Incubating the Brokering Service**

31. The objective of the brokering service is to increase returns to MIG members through reducing the cost of inputs and increasing the price of outputs by facilitating bulk purchases and sales and to negotiate contracts with farmers and buyers that include extension. Support for the district and commune brokers will be fully funded by the TSSD-AF for the first year of the project and thereafter on a reducing scale (Year 1: 100%, Year 2: 70%, and Year 3:40%). For the first three years, the SSP 8 will work with the DOA staff and Provincial Agriculture Marketing and Rural ICT Coordinators to provide additional extension support to MIGs, fully funded for two years and 50% funded in year 3. By year 4 it is expected that the SSP 8 will transition to a limited liability company that is financially supported by the brokering service and all extension will be provided

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<sup>2</sup> District brokers will manage the commune brokers. In general, commune brokers are responsible for the chicken MIGs. District brokers are responsible for rice, vegetables, and fish MIGs.

under contracts with buyers and input suppliers.

32. The district and commune brokers will be recruited by the SSP 8. Allocation of the Brokers will be flexible and will be defined in the technical proposal of the SSP 8. The client of each Broker will be one or several MIGs through a brokering contract arrangement between SSP 8 and each MIG. The district and commune brokers will decide on MIG membership in negotiation with local producers and will get paid through a commission scheme. The performance of the Broker will be evaluated annually by the MIG through the independent consultation with the SSP 8. The evaluation of the Broker will be based on following factors: (i) the ability to outsource good partners for MIG; (ii) the ability to support the contract implementation; and (iii) the ability to support the MIG to reach the target sale (Chicken MIG: \$25,000/annum and Non-Chicken MIG: \$50,000/annum). Any poorly performing Broker will be replaced by the SSP 8.

33. Support for the SSP 8 and the Brokers will be fully funded for the first year of the project and thereafter on a reducing scale (Year 1: 100%, Year 2: 70%, and Year 3:40%). In year 4, it is expected that the SSP will transition to a limited liability company that is financially supported by the brokering service. The work of the broker should be heavy for the first three years and less afterward. By then, the brokers should be incentivized to scale up MIG formation in order to obtain critical mass for revenue generation to support their existence.

34. The brokering service should not be an extra layer of the value chain to be financed by MIG member. Since the price for both inputs and goods are competitive in the market, farmers are not willing to pay more or receive less. Additional profits to the MIG members are the key and will be the indicator to be monitored by the project. A complaint mechanism will be set up for the MIGs. If no value added is generated for the MIGs, the MIGs will no longer engage the broker service.

#### **b. Selection of MIGs**

35. Based on quarterly value chain cluster meetings for selected value chains (backyard chicken, vegetable, rice and possibly aquaculture), with the support from CMAWs, MIGs will be formed by the district and commune brokers amongst the potential LIGs or from other farmers within each commune. It is expected that MIGs will start on the basis of TSSD experienced LIGs producing chickens and that one Chicken MIG per commune, two or three Vegetable MIGs per district, two or three rice MIGs per district and two or three possible fish farming MIGs per district will be established in the target project area. During the course of the TSSD-AF, the work of the MIGs will be limited only to the scale of aggregation the production and sale form the members, hence, no establishment of group fund is necessary.

36. At least 364 MIGs by the SSP 8. The 364 MIGs will be composed of 18,200 households from farmers who are willing to adopt the good agricultural practices and willing to produce for sale in the TSSD-AF target provinces. At least 70% of the Chicken MIG members will be LIG outstanding members. At least 196 backyard chicken MIGs, 84 vegetable MIGs, 84 rice MIGs and possibly 84 aquaculture (fish farming) MIGs will be formed and 70% of them are to be fully functioning after the project end. MIGs will only be formed where commercial opportunities to add value to the value chain exist. Final numbers of chicken, vegetable, rice, and fish farming MIGs will reflect commercial opportunity.

37. As much as big buyers might want to buy directly from farmers, they often decide to procure from traders who they know can reliably consolidate high quality product supply at competitive prices. Smallholder farmers acting independently do not have the volumes, the

quality, or the consistency of supply to meet the needs of downstream institutional buyers. Nor do they have the economies of scale that are necessary to be price competitive. By acting collaboratively in a MIG, smallholder farmers not only gain access to markets but also to technology, inputs and finance.

38. The success of the MIG is defined by the dynamism between them and the partners: Upstream partner (buyer/trader) and Downstream partner (input seller). An effective partnership means selecting the right business partners, creating the right incentives for collaboration and building trust. Choosing the right partner requires an understanding of the constraints to be overcome, and the competencies of different private sector partners. Competitive bidding and partner due diligence processes, or working with already established partners are all strategies to identify partners' capabilities and motives. Once the business partners are selected, agreements in the form of the contract farming are needed to create incentives for partners to perform their intended roles and responsibilities and to feel confident that the other partners will perform their roles. During the implementation of the contract agreement, trust building is needed to honor the commitment. For this purpose, the contract farming models developed by UNIDROIT will be extensively used as reference guide.<sup>3</sup>

39. The selection of the partners is not a one-off action. The innovation and improvement of the intervention that benefit to MIGs are expected to be driven by the business partners through a regular competitive selection process. If one partner is the best offer, they still continue to contract with MIG.

### **c. Extension Support to MIGs**

40. The district and commune brokers will seek to establish contracts with input suppliers and product buyers/traders that include extension support within the first three years. These contracts will take time to negotiate and MIGs will require initial extension support to improve both production and organization. Extension will be provided by SSP 8 as described below.

#### **i. Commercial Vegetable Production**

41. The objective of the commercial vegetable program is to establish MIGs to promote commercial production of safe vegetables in 75 to 84 communes where water is available for all year vegetable production. The target farmers of the program will be drawn from a catchment of 25,000 households who are members of the existing LIGs and approximately 18,000 additional households who will be members of the new LIGs that will be established under the TSSD-AF.

42. The SSP 8 will work in cooperation with DOA staff for the delivery of capacity building training and mentoring for the CMAWs to assist with facilitating Farmer Field Schools to provide training to vegetable MIGs on Integrated Pest Management and Climate Smart Agriculture Practices, and good agricultural practices. They will also assist in establishing on-farm demonstrations for prioritized vegetables in selected project communes. The Farmer Training Schools will be established on land belonging to a MIG member nominated by the MIG. Materials for establishing training units will be funded by the program. The manager for vegetables will work with the district brokers and input suppliers to develop a procurement plan for inputs including fertilizers, agrichemicals, irrigation equipment, plastic mulch, netting and construction materials. The procurement plan will follow the General Directorate of Agriculture's recommendations and best practices for types and application rates for fertilizers and agrichemicals. The SSP 8 will be

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<sup>3</sup> Accessible at <http://www.unidroit.org/work-in-progress-studies/studies/contract-farming>.

working in coordination with the DOA staff and will report to the MAFF Project Management Unit. A business plan will be prepared covering scheduling of production amongst different farmers to ensure, as far as possible, continuity of supply.

43. The SSP 8 will be expected to monitor and evaluate the adoption of the technology and the commercial viability of vegetable demonstration production units. Monitoring and evaluation activities should also include quarterly production for each district, numbers of households (gender disaggregated data) attending field days and demonstrations, a cost benefit analysis of each production unit, and barriers to participation particularly for women.

## **ii. Livestock**

44. The objective of the livestock program is to promote commercial production of chickens and ducks through newly established LIGs and develop at least 196 MIGs from existing LIG members. The target farmers of the program will be drawn from 25,000 households who are members of the existing LIGs and approximately 18,000 additional households who will be members of the new LIGs that will be established under the TSSD-AF. The livestock program will also support the establishment of supporting agro-enterprises including chick raising and feed production.

45. The SSP 8 will be expected to monitor and evaluate the adoption of the technology and the commercial viability of both the chick and broiler production units. Monitoring and evaluation activities should also include quarterly production for each district, numbers of households (gender disaggregated data) attending field days and demonstrations, a cost benefit analysis of each production unit, and barriers to participation particularly for women.

## **iii. Rice**

46. The objective of Rice MIGs is to increase the financial returns from rice. This will involve group action to identify niche markets for specific varieties and to add value through aggregation and grading. Productivity will be increased through the adoption of appropriate System for Rice Intensification practices and mechanization. The impact of climate change will be mitigated through growing climate resilient varieties that have been trialed by farmers to evaluate yield and market acceptance. Production costs will be reduced through training farmers in Integrated Pest Management.

47. The SSP 8 district brokers will work with the DOAs and Provincial Agriculture Marketing and Rural ICT Coordinators to form up to 84 rice MIGs in irrigated areas. The rice MIGs will identify value-adding opportunities such as aggregation of grain to reduce buyer transactional costs and concerted production of single varieties to supply rice of genetic purity as required by rice mills seeking export markets. The rice MIGs will also work with provincial research stations to trial climate resilient varieties that have an identified market demand. The SSP 8 will assist MAFF General Directorate of Agriculture to facilitate Farmer Field Schools to provide training to rice MIGs based on the FAO National Climate Smart Agriculture Curriculum. The SSP 8 will also assist MAFF General Directorate of Agriculture to facilitate Farmer Field School training on Integrated Pest Management and in some aspects of Systems for Rice Intensification to reduce input costs and increase yields.

48. Under the extension support for rice, SSP 8 will:

- (i) Over a two-year period work with MAFF to develop manuals based on the

FAO/MAFF climate smart curriculum and support and monitor delivery of a training program to further develop the basic skills of the farmers in Climate Smart Rice Production.

- (ii) Support field days at commune level between traders and farmers to introduce farming community to value added opportunities in variety, grades, packaging, storage and local processing for rice.
- (iii) Work with MAFF General Directorate of Agriculture, which will support the rice MIGs to work with provincial research stations to trial climate resilient varieties and identify those that have a market demand.
- (iv) Once trials are complete, the Brokers will negotiate supply contracts between rice MIGs and provincial research stations and rice seed producing groups at prices intermediate between the rice seed price immediately after harvest and rice seed prices just before planting.

#### **iv. Fish Farming**

49. SSP 8 will not provide technical support to fish farming groups on production. SSP 8 will establish fish farming MIGs in locations where sufficient numbers of households are already producing fish for sale. The district brokers will support the fish-farming groups on input supply and marketing.

#### **d. Contract Farming with Partners**

50. The core of the brokering model to be supported the TSSD-AF is a contract farming system between MIGs and business partners. The contract with upstream buyer should be the driver to define the form of contract with downstream input sellers. The contract will cover the business transaction and extension support. Over the course of three years these contracts will replace the initial support to production provided by SSP 8 and MAFF. For the buyers, the extension support should focus on specification, grading, scheduling, volume and possibly post-harvest management and collection services to be provided to the MIG. With input sellers, advice on production techniques and after sales service to the MIG should be included in the contract. The contract will cover the commission as percentage of cash transaction to be paid to the broker. The broker will be a single window to facilitate the payment between all parties. The MIG members and SSP 8 will be encouraged to open their account at commercial bank or a micro finance institution to facilitate cash transactions.

51. The partner selection should be on regular basis. The selection cycle should be at least one year or based on the number of years for the MIG members to reach their break-even. The selection process will be as follows: (i) undertake needs assessment with MIG; (ii) update the potential list of the upstream buyers and downstream input sellers; (iii) conduct partner due diligence processes; (iv) shortlisting of partners; (v) develop proposals with shortlisted partners; and (vi) organize a meeting with MIGs to finally select partners. The selection has to be consensus-based among MIG members. The selection will be based on: (i) profitability created for the MIG members; (ii) affordability of the MIG members; and (iii) services provided by partner. It is acceptable to have a partner that can operate both as upstream buyer and downstream input seller.

52. The success of the contract farming will be driven by the profits generated by the transactions, with affordable risk environment to all parties. However, the benefit of the MIG should be a priority. The indication of the profitability has to be shown before their engagement into the process. The TSSD-AF will minimize the risk environment at the entry point through the

work of the broker for trust building exercise.

53. The contract with the upstream buyer should cover at least: (i) pricing mechanism; (ii) specification of the goods; (iii) grading and packaging; (iv) schedule of delivery; and (v) mode of the payment. The service part may include quality control; training and collection of the goods. The contract with the downstream input seller should cover at least: (i) installing input package; (ii) training; and (iii) aftersales service.

54. When the system is broken for some reasons, the contract term of payment and warranty will enable every party to share the risk equitably. Since the broker also gets paid on a commission basis as defined in the contract, the broker is also affected by it. However, the reputation of the broker would be affected more. Therefore, it is of the broker's interest to prevent the system from failing and rather to fix it.

55. Each MIG will establish a collection point to coordinate work with partners. To work as a group, MIG members should collaborate, not compete. The TSSD- AF will support people who are left behind and are not able to take benefit from the brokering model. If some of the MIG members perform better, the TSSD-AF will support farmer-to-farmer learning events for other MIGs. The brokers are expected to facilitate that exchange event, and support and supervise the contract implementation.

### 3. Small and Medium Enterprise Development

56. To address the structural issue of the markets for chicken, vegetable, and fish, the SSP 8 will support enterprise development to all actors in the value chains. The support includes: (i) capacity building on business literacy training; (ii) capacity building on extension service; and (iii) development of business plans.

#### E. Outputs and Deliverables

57. The expected tasks for the SSP 8 in relation to staff from the Provincial Department of Agriculture, Forestry and Fisheries (PDAFF) and DOAs are listed in Table 2 below.

**Table 2: Outputs, Tasks and Responsibilities**

| Outputs   | Timeline      | Responsibilities / Tasks   |  |
|---|---------------|--|--|
|   |               | SSP 8  | PDAFF/DOA  |
| <b>Commercial Vegetable Production</b>  |               |  |  |
| 5,000 households engaged in commercial vegetable production across the 37 target districts in up to 84 MIGs | End of year 3 | <ul style="list-style-type: none"> <li>Farmer Training Schools for commercial vegetable production established in 75 to 84 communes where water is available for all year vegetable production.</li> </ul> | <ul style="list-style-type: none"> <li>Identification of target communes and farmers.</li> <li>Inputs into good agriculture practices, integrated pest management and climate smart agriculture training</li> <li>Variety recommendations</li> </ul> |

| Outputs  | Timeline                       | Responsibilities / Tasks  |  |
|--|--------------------------------|---|--|
|  |                                | SSP 8   | PDAFF/DOA  |
|  |                                | <ul style="list-style-type: none"> <li>TOT for CMAWs</li> <li>Regular follow-up meetings</li> <li>M&amp;E</li> </ul>  | <ul style="list-style-type: none"> <li>Curriculum endorsement</li> </ul>   |
| CMAWs trained in basic record keeping for commercial vegetable producers.  | 1 <sup>st</sup> year           | <ul style="list-style-type: none"> <li>TOT training &amp; manual</li> </ul>   | <ul style="list-style-type: none"> <li>Curriculum endorsement</li> </ul>   |
| Commercial vegetable marketing plans for target communes.  | Annually                       | <ul style="list-style-type: none"> <li>TOT for CMAWs in conjunction with brokers</li> </ul>   | <ul style="list-style-type: none"> <li>Input into developing production calendar</li> <li>Assessment of local market demand</li> </ul>   |
| Procurement plan for input supplies for target communes.   | Annually                       | <ul style="list-style-type: none"> <li>TOT for CMAWs in conjunction with brokers</li> </ul>   | <ul style="list-style-type: none"> <li>Recommendations for fertilizers and agri-chemicals</li> </ul>   |
| <b>Rice MIGs</b>   |                                |   |  |
| 84 rice MIGs groups established in selected irrigated communes in 37 districts with up to 5,000 farm households. | 1 <sup>st</sup> quarter year 1 | <ul style="list-style-type: none"> <li>Group formation, membership, objectives</li> </ul>   | <ul style="list-style-type: none"> <li>Identification of target communes.</li> </ul>   |
| CMAWs (in rice MIG communes) trained in rice production and marketing.   | End of year 1                  | <ul style="list-style-type: none"> <li>Development and delivery of training to CMAWs</li> </ul>   | <ul style="list-style-type: none"> <li>Curriculum endorsement</li> </ul>   |
| Production and marketing trials on 4 four climate resilient varieties.   | End of year 2                  | <ul style="list-style-type: none"> <li>Design of trials</li> <li>Distribution of certified seed to rice seed producer groups</li> <li>Data collection &amp; analysis</li> </ul>   | <ul style="list-style-type: none"> <li>Endorsement of varieties &amp; trial methodology</li> <li>Inputs into marketing plan</li> </ul>   |
| A rice marketing and input procurement plan for rice MIGs.   | Annually                       | <ul style="list-style-type: none"> <li>TOT for CMAWs in conjunction with commune brokers</li> </ul>   | <ul style="list-style-type: none"> <li>Inputs into plans</li> </ul>  |
| CMAWs trained in basic record keeping for rice MIGs.   | 1st year                       | <ul style="list-style-type: none"> <li>Development of manual</li> </ul>   | <ul style="list-style-type: none"> <li>Curriculum endorsement</li> </ul>   |
| <b>Livestock Production</b>  |                                |   |  |
| 10,000 households engaged in broiler production across the nine additional Ddistricts funded under TSSD-AF.      | Years 1 – 3                    | <ul style="list-style-type: none"> <li>Farmer Training Schools for chicks and broiler chickens established in each of the nine districts targeted under the TSSD-AF (nine for chicks and 75 for broiler chickens)</li> <li>TOT (CMAWs.)</li> <li>Regular follow-up meetings</li> <li>M&amp;E</li> </ul> | <ul style="list-style-type: none"> <li>Identification of target communes and farmers</li> <li>Ensure alignment with World Organization in Animal Health recommendations</li> <li>Curriculum endorsement</li> </ul> |

| Outputs  | Timeline  | Responsibilities / Tasks   |   |
|--|---|--|---|
|  |   | SSP 8  | PDAFF/DOA   |
| CMAWs trained in basic record keeping for broiler producers.   | 1 <sup>st</sup> year  | <ul style="list-style-type: none"> <li>TOT training &amp; manual</li> </ul>  | <ul style="list-style-type: none"> <li>Curriculum endorsement</li> </ul>  |
| Commercial broiler marketing and input procurement plans for target communes.  | Annually  | <ul style="list-style-type: none"> <li>TOT (CMAWs in conjunction with commune brokers)</li> </ul>  | <ul style="list-style-type: none"> <li>Input into developing production calendar</li> <li>Assessment of local market demand</li> </ul>  |
| Procurement plan for input supplies for chicks and broiler chickens for target communes.   | Annually  | <ul style="list-style-type: none"> <li>TOT (CMAWs in conjunction with commune brokers)</li> </ul>  | <ul style="list-style-type: none"> <li>Recommendations for fertilizers and agri-chemicals</li> </ul>                                    |
| 200 agro-enterprises supported and developed and 86 new agro-enterprises including chick, broiler and chicken feed production established. | End of year 5   | <ul style="list-style-type: none"> <li>Capacity building on business literacy training</li> <li>Capacity building on extension service;</li> <li>Development of business plans.</li> </ul> | <ul style="list-style-type: none"> <li>Identification of potential agro-enterprises for SSP 8 support.</li> </ul>                       |
| Village animal health workers in 75 (new) communes trained in vaccination chicken husbandry.   | End of year 2   | <ul style="list-style-type: none"> <li>Development and delivery of training curriculum.</li> <li>M&amp;E</li> </ul>  | <ul style="list-style-type: none"> <li>Identification of VAHW trainees.</li> <li>Curriculum endorsement</li> </ul>                      |
| Established village animal health workers receive refresher training on new technology and animal husbandry.                               | End of year 3   | <ul style="list-style-type: none"> <li>Development and delivery of training curriculum.</li> <li>M&amp;E</li> </ul>  | <ul style="list-style-type: none"> <li>Training schedules</li> <li>Curriculum endorsement</li> </ul>                                    |
| <b>Value Chain Working Groups</b>  |   |  |   |
| 20% increase in returns for rice, vegetables and chickens.   | Four meetings in year 1<br>Three meetings in years 2 & 3<br>Two meetings in years 4 & 5 | <ul style="list-style-type: none"> <li>Technical advice and oversight on implementing improvements to value chains.</li> </ul>   | <ul style="list-style-type: none"> <li>Identification of value chain working group members</li> <li>Facilitation of meetings</li> </ul> |
| <b>SME Development</b>   |   |  |   |
| 200 small and medium enterprises supported and developed.  | End of year 4   | <ul style="list-style-type: none"> <li>Capacity building on business literacy training</li> <li>Capacity building on extension service;</li> <li>Development of business plans</li> </ul>  | <ul style="list-style-type: none"> <li>Identification of potential small and medium enterprises for SSP 8 support.</li> </ul>           |

CMAW =commune mobile access worker; DOA = District Office of Agriculture; M&E = monitoring and evaluation; MIG = market improvement group; PDAFF = Provincial Department of Agriculture, Forestry and Fisheries; SME = small and medium enterprise; SSP 8 = special service provider 8 for agriculture value

chains and market linkages; TOT = training of trainers; TSSD-AF = Tonle Sap Poverty Reduction and Smallholder Development Project (Additional Financing); VAHW = village animal health worker.

## F. Accountability and collaboration

58. The SSP 8 will be accountable to MAFF for the proposed assignment. At the national level, the SSP 8 will need to coordinate and consult with NCDDS, IFAD, ADB, and the Accelerating Inclusive Markets for Smallholders Project of the Ministry of Commerce in order to effectively mobilize resources to support the MIGs and their partners. The SSP 8 will need to draw useful experience on Multi Stakeholder Platform implemented by Accelerating Inclusive Markets for Smallholders Project and the value chain hub piloting under Project for Agricultural Development and Economic Empowerment of MAFF and from other projects. At the subnational level, the SSP 8 will need work closely with the regional hub of Accelerating Inclusive Markets for Smallholders Project in Kampong Cham and Battambang Province, Commune Mobile Access Workers, DOAs, and commune councils.

59. The SSP 8 will work with the district facilitator, MAFF Department of Animal Health and Production and Department of Agricultural Extension at the national level and with the Provincial Agriculture Marketing and ICT Coordinator to develop a data-base of potential markets for chickens, vegetables and fish based on product type and geographic location. The SSP 8 will work with identified markets to establish pricing arrangements based on quality specifications for each product. Emphasis will also be given to value adding activities that will differentiate “Grown in Cambodia” products from imported products.

## G. Staff of the SSP

- (i) **Assignment Manager.** The Assignment Manager will be responsible for all project outputs and for managing project staff. S/He will be the direct point of contact with MAFF for day-to-day administration. S/He will establish and maintain a database on project activities including information collected and collated from baseline and quarterly monitoring and evaluation surveys. S/He will assist ADB/IFAD review teams and provide data and information related to the performance and impact of the program. S/He will liaise with staff of the Ministry of Commerce, district facilitator, MAFF Department of Animal Health and Production and Department of Agricultural Extension, as well as TSSD-AF staff and the National Information and Technology Development Authority (NiDA) to identify and evaluate current and new technologies based on international best practices to improve efficiencies and reduce production costs. S/He will develop and implement a program for up-skilling and ongoing professional development of project of staff based on quarterly performance reviews.
- (ii) **General Manager for Brokering Services and Managers for Brokering Services** will be based in the TSSD-AF provinces. They will be responsible for selecting brokers and for replacing brokers who fail to meet performance targets. The General Manager for Brokering Services will support brokers with commercial contacts and lists of potential business partners and will ensure effective cooperation with the ICT consultants. All the Managers for Brokering Services will report to the General Manager for Brokering Services. The General Manager for Brokering Services will report to the Assignment Manager and will be responsible for monitoring the business plan of each individual broker. S/He will liaise with PDAFF staff in each province to ensure that that broker activities are complimentary.

- (iii) **Managers for livestock, vegetables, rice, and value chains, and small- and medium enterprise development** will be based in the TSSD-AF provinces. They are expected to be present in the province on working days unless absent for a valid reason connected with the assignment. They will report to the Assignment Manager and will be responsible for organizing and supervising work plans for field staff in each project province. They will liaise with PDAFF staff in each province to ensure that that project activities are complimentary and that there is no duplication of effort. The PDAFF will collate data from baseline and M&E surveys.
- (iv) **District and Field Staff.** District and field staff will be based in TSSD-AF provinces and will report to the managers of livestock, vegetables, rice, and value chains, and managers for SMEs development. They will coordinate with PSTs and DSTs, CMAWs and commune councils to train commune councils and DOA staff in organizing and facilitating value chain cluster meetings, SME development, and will coordinate extension delivery to MIGs with PDAFFs and CMAWS.
- (v) **District and Commune Brokers:** The SSP 8 will work with commune councils and DSTs to select candidates for the position of district and commune brokers. The brokers will work with the District Support Teams, input suppliers, buyers, MIGs, CMAWs and commune extension agents to identify and implement a range of services to improve input supplies and markets for smallholder producers. As a general rule, the district brokers will manage the commune brokers. The brokers are responsible for the chicken MIGs and the district brokers are responsible for rice, vegetables, and fish MIGs.

## H. Qualifications and Expertise

60. The selected firm shall possess the following qualifications:

- (i) Registered in Cambodia.
- (ii) Demonstrated experience in implementation of similar programs and of working with village based groups of poor rural households.
- (iii) Experienced in working with specific value chains such as chicken or vegetable or fish.

61. The selected firm is preferred to have the following qualifications:

- (i) Having implemented similar activities in the four project target provinces.
- (ii) Previous experience working with externally financed project, preferably ADB or IFAD supported projects.

62. Key experts' tasks are specified below. The firm can propose the number of non-key experts (district and field staff) as well as their input to support the objective of the assignment. The district and field staff should be selected from target district on the basis of (i) demonstrated practical skills in business development and management; (ii) evidence of entrepreneurial initiatives; and (iii) an understanding of the objectives of the role of the district and field staff.

## I. Reporting

63. The SSP 8 will provide the following reports to MAFF:

- (i) Work plan for year 1 within four weeks of mobilization;
- (ii) Training manual;

- (iii) Management information system fully functional;
- (iv) Quarterly and annual progress reports;
- (v) Work plans for years 2 and 3; and
- (vi) Completion report.

## **J. Key Experts**

### **1. Assignment Manager**

#### **a. Duties**

64. The Assignment Manager will be responsible for all project outputs and for managing project staff. The Assignment Manager will be the direct point of contact with NCDDS and PST for day-to-day administration. The Assignment Manager will establish and maintain a data-base on project activities including information collected and collated from baseline and quarterly monitoring and evaluation surveys. The Assignment Manager will assist ADB/IFAD review teams and provide data and information related to the performance and impact of the program. The Assignment Manager will liaise with MAFF GDA, PDA, TSSD staff and the Ministry of Posts and Telecommunications (MPTC) to identify and evaluate current and new technologies that based on international best practices to improve efficiencies and reduce production costs and the use of ICT to disseminate information and raise awareness through CMAWs. The Assignment Manager will develop and implement a program for up-skilling and ongoing professional development of project of staff based on quarterly performance reviews.

#### **b. Specific Tasks**

- Manage and coordinate project activities including strategic planning and coordination of activities specified within the scope of services.
- Manage day-to-day project implementation and overall coordination of project outcome.
- Supervise project personnel and ensure effective communication and coordination between the Special Service Providers, GDA and PDAF staff.
- Ensure that all interested parties are well informed about the project activities and goals.
- Provide management oversight for the establishment of office procedures for: (i) financial recording and reporting; (ii) electronic and paper filing; and (iii) corresponding and communicating with other government agencies and the private sector
- Assist in development of the gender mainstreaming strategy and ensure the mainstreaming of gender into all project activities.
- Ensure timely preparation and compilation of quarterly and annual reports including: expenditure; monitoring and evaluation of outputs including against planned targets including quality; and updates on constraints risks and issues

#### **c. Outputs**

- Annual workplan that has been developed in conjunction with DOA staff (1st quarter of year 1 and the 4th quarter for years 2 -5);
- Quarterly and annual financial reports detailing program expenditure; and
- Quarterly and annual reports summarizing project activities including an

evaluation of annual targets against the program monitoring and evaluation framework and the gender action plan.

**d. Qualifications**

65. The Assignment Manager will have: (i) bachelor's or post graduate qualification degree in economics and or business development and administration; (ii) 10 years' experience in managing, mentoring and developing private sector companies; (iii) fluency in spoken and written English; and (iv) competency in MS Office suite.

**2. Manager for Livestock production**

**a. Duties**

66. The Manager for Livestock production will be based in the TSSD-AF provinces. The Manager for Livestock is expected to be present in the province on working days unless absent for a valid reason connected with the assignment. The Manager for Livestock will report to the Assignment Manager and will be responsible for organizing and supervising work plans for field staff in each project province. The Manager for Livestock will liaise with PDA staff in each province to ensure that that project activities are complimentary and that there is no duplication of effort. The PDA will collate data from baseline and M&E surveys.

**b. Specific Tasks**

- (i) Conduct a preliminary assessment of the status of current chicken production in a sample of LIGs in each district, taking account of the involvement of women and female headed households, to determine:
  - a. the level of interest in chicken raising to supplement household income;
  - b. training needs; and
  - c. the constraints to introducing new technology and expanding production units.
- (ii) Improve chick and broiler production capacity within the LIGs in the additional communes in the TSSD-AF through organizing Farmer Training Schools for new and adapted technology every year.
- (iii) Work with experienced and qualified village animal health workers and progressive chick and broiler farmers, GDA and research institutions to continue developing new and innovative technologies that will reduce production costs and increase outputs.
- (iv) Develop and introduce a system of basic record keeping of production and costs.
- (v) Work with District Office of Animal Health and Production staff to ensure that the chicken value chain is compliant with the standards and recommendations of the World Organisation for Animal Health.
- (vi) In conjunction with District Office of Animal Health and Production staff conduct a training needs assessment of village animal health worker members on chick and broiler production and develop GDA approved training manuals and deliver basic and refresher training to village animal health workers.

- (vii) Conduct quarterly and annual reviews of chicken producers to monitor and evaluate the project impact on the adoption of new technology, the farming system and household income.
- (viii) Conduct an annual impact and final impact assessment by surveying a sample of the LIGs in each district to determine the impact of the program, the improved knowledge of village animal health workers and the level of adoption of improved practice by chicken producers.
- (ix) In cooperation with the provincial Offices of Animal Health and Production support the establishment of additional village animal health workers' associations in districts where they do not exist and provide training on capacity building, including gender awareness, and mentoring to these new associations.

### **c. Outputs**

- (i) A report summarizing the status of chicken production in LIGs established under TSSD (1st quarter year 1).
- (ii) Farmer Training Schools for chicks and broiler chickens established in each of the nine districts targeted under the TSSD-AF (nine for chicks and 75 for chickens).
- (iii) Village Animal Health Workers in 75 (new) communes trained in vaccination chicken husbandry (end of year 2).
- (iv) Established village animal health workers receive refresher training on new technology and animal husbandry (end of year 4).
- (v) 10,000 households engaged in broiler production across the nine additional districts funded under TSSD-AF (end of year 4).
- (vi) 200 agro-enterprises supported and developed and 86 new agro-enterprises including chick, broiler and chicken feed production established (end of year 5).
- (vii) Up to 196 small livestock MIGs established by year 4.
- (viii) Training of Trainer (TOT) manual for CMAWs on basic record keeping for broiler producers (1st year).
- (ix) Report on the uptake and constraints to adoption of commercial chick and broiler production technology by LIG members (semi-annually).

### **d. Qualifications**

67. The Manager for Livestock production will have: (i) degree level qualification in their livestock production; (ii) preferably five years' experience of managing and implementing participatory development projects related to extension of these products; and (iii) at least two years' experience with international projects, preferably IFAD or ADB funded projects.

## **3. Manager for Vegetables**

### **a. Duties**

68. The Manager for Vegetables will be based in the TSSD-AF provinces. The Manager for Vegetables is expected to be present in the province on working days unless absent for a valid reason connected with the assignment. The Manager for Vegetables will report to the Assignment Manager and will be responsible for organizing and supervising work plans for field staff in each project province. The Manager for Vegetables will liaise with PDA staff in each province to ensure

that that project activities are complimentary and that there is no duplication of effort. The PDA will collate data from baseline and M&E surveys.

### **b. Specific Tasks**

69. The Manager for Vegetables will provide the following services:

- (i) Conduct a preliminary assessment of the status of current vegetable production in a sample of LIGs in each district, taking account of the involvement of women and female headed households, to determine:
  - a. the level of interest in commercial vegetable production to supplement h/h income;
  - b. training needs; and
  - c. the constraints to introducing new technology and expanding production units.
- (ii) Improve commercial vegetable production capacity within the MIGs through organizing 37 demonstrations of new and adapted technology every year.
- (iii) Work with experienced and qualified CMAWs and progressive farmers, GDA and research institutions to continue developing new and innovative technologies that will reduce production costs and increase outputs.
- (iv) Develop and introduce a system of basic record keeping of production and costs.
- (v) In conjunction with GDA staff conduct a training needs assessment of CMAWs production, climate smart and good agriculture practices; develop GDA approved training manuals and deliver basic and refresher training to CMAWs.
- (vi) Facilitate with Farmer Field Schools on climate smart agriculture practices and Integrated Pest Management.
- (vii) Work with GDA staff and CMAWs to ensure that demonstration units are based on international best practices for climate smart agriculture and good agriculture practices.

### **c. Outputs**

- (i) A report summarizing the status of backyard and commercial vegetable production in the project communes (1st quarter year 1).
- (ii) Farmer Training Schools for commercial vegetables established in 30 prioritized communes across the 37 target districts.
- (iii) 5,000 households engaged in commercial vegetable production broiler production across the 37 target districts and up to 84 vegetable producing MIGs (end of year 4).
- (iv) TOT manual for CMAWs on basic record keeping for commercial vegetable farmers (1st year).
- (v) Report on the uptake and constraints to adoption of commercial vegetable production technology by MIG members (semi-annually).

#### **d. Qualifications**

70. The Manager for Vegetables will have: (i) degree level qualification in their relevant subject; (ii) preferably five years' experience of managing and implementing participatory development projects related to extension of vegetables; (iii) knowledge on climate smart agriculture practices and integrated pest management; (iv) at least two years' experience with international projects, preferably IFAD or ADB funded projects.

### **4. Manager for Rice production**

#### **a. Duties**

71. The Manager for Rice production will be based in the TSSD-AF provinces. The Manager for Rice production is expected to be present in the province on working days unless absent for a valid reason connected with the assignment. The Manager for Rice production will report to the Assignment Manager and will be responsible for organizing and supervising work plans for field staff in each project province. The Manager for Rice production will liaise with PDA staff in each province to ensure that that project activities are complimentary and that there is no duplication of effort. The PDA will collate data from baseline and M&E surveys.

#### **b. Specific Tasks**

- (i) Conduct a preliminary assessment of the status of LIGs and other producer groups to assess the level of interest in forming paddy selling groups taking account of the involvement of women and female headed households, to determine:
  - a. the level of interest in commercial rice production;
  - b. social cohesion;
  - c. marketing constraints; and
  - d. training needs.
- (ii) Work with experienced and qualified commune councils, CMAWs, commune extension agents, provincial and district ICT and Marketing staff to identify training needs to improve marketing and value adding processes. Training should include but not be limited to:
  - a. capacity building for the development of shared goals and objectives, including gender awareness;
  - b. the development of vertical relationships along value chains including marketing relationships with processors, branded buyers and retailers;
  - c. the development of horizontal relationships between producers and facilitating organizations (e.g., local governments, business service providers, research institutes and nongovernment organizations) that reinforce value addition aspects of quality and efficiencies;
  - d. establishing, evaluating and monitoring rice variety trials; and
  - e. facilitation of Farmer Field Schools for climate smart agriculture practices for rice, and Integrated Pest Management.
- (iii) Conduct quarterly and annual reviews of paddy selling groups to monitor

and evaluate the project impact on the adoption of new technology, the farming system and household income.

**c. Outputs**

- (i) Up to 84 rice MIGs established in selected irrigated communes based on social cohesion and the level of interest in commercial rice production, particularly by women headed households, (1<sup>st</sup> quarter year 1).
- (ii) CMAWs (in paddy selling communes) trained in rice production and marketing (end of year 1).
- (iii) Production and marketing trials on four climate resilient varieties (end of year 2).
- (iv) A rice marketing and procurement plan for rice MIGs (annually).
- (v) TOT manual for CMAWs on basic record keeping for rice MIGs (1<sup>st</sup> year).

**d. Qualifications**

72. The Manager for Rice production will have: (i) degree level qualification in agriculture, rice cultivation or relevant subject; (ii) preferably five years' experience of managing and implementing participatory development projects related to extension of rice production; (iii) knowledge on climate smart agriculture practices and integrated pest management; and (iv) at least two years' experience with international projects, preferably IFAD or ADB funded projects.

**5. Manager for Value Chains**

**a. Duties**

73. The Manager for Value Chains will be based in the TSSD-AF provinces. The Manager for Value Chains is expected to be present in the province on working days unless absent for a valid reason connected with the assignment. The Manager for Value Chains will report to the Assignment Manager and will be responsible for organizing and supervising work plans for field staff in each project province. The Manager for Value Chains will liaise with PDA staff in each province to ensure that that project activities are complimentary and that there is no duplication of effort. The PDA will collate data from baseline and M&E surveys.

**b. Specific Tasks for Value Chain Working Groups**

- (i) Train district agriculture staff to facilitate quarterly meetings between input suppliers, farmers and processors/traders: one day per commune per quarter.
- (ii) Train MAFF to facilitate, two facilitators to attend each meeting first year and then two meetings and then one meeting. In first year, four meetings per day so four teams. After year 3, DOA staff will organize the meetings.
- (iii) At the meetings in year 1, concentrate on rice value chain. Identify problems and try to identify solutions: cheaper inputs, better use of inputs, seed, group purchasing, technology innovation, increased production, grading, moisture content, organic, safe production, variety, and aggregation.
- (iv) In the second year, start to look at diversification. Migrate interest groups to district and commune brokers. Provide support to areas not covered by district and commune brokers.

### c. Qualifications

74. The Manager for Value Chains shall have the following qualifications: (i) degree level qualification in sociology; (ii) preferably five years' experience in group mobilization preferably in the rural sector; (iii) experience in managing and implementing participatory rural development projects; and (iv) private sector agricultural experience would be an advantage.

### 6. Brokering Services

75. Roles and responsibilities of the General Manager and Managers for brokering services are outlined in Table 3 below.

**Table 3: Outputs, Tasks and Responsibilities for Brokering Service Tasks**

| Task   | Brokers | Managers for Brokering Services | General Manager for Brokering Services |
|--|---------|---------------------------------|--|
| a) Update market situation to market improvement group (MIG)   |         |                                 |  |
| Mapping the market in the area and beyond  |         | x                               |  |
| Study issues and constraints of the key players along the value chains   |         | x                               |  |
| Search, identify and select potential buyers and input suppliers   | X       | x                               |  |
| b) Support functioning of MIG  |         |                                 |  |
| Identify and select MIG members  | X       |                                 |  |
| Formation of MIG (election of the group leader, internal rule and regulation, setting up the collection point, and open account for each member) | X       |                                 |  |
| Sign the brokering contract with the MIG   |         |                                 | x                                      |
| Set up complaint mechanism for MIG   |         | x                               |  |
| c) As accountant and cashier of the MIG  |         |                                 |  |
| Handle and facilitate cash transaction between MIG member and partners   | X       |                                 |  |
| Maintain recording of the MIG member and group cash transaction  | X       |                                 |  |
| d) Assist the MIG to select the reliable and profitable business partners  | X       |                                 |  |
| e) Assist the MIG to establish the contractual agreement with its partners   |         |                                 |  |
| Draft the contract agreement   | X       |                                 |  |
| Discuss the contract agreement with all parties  | X       |                                 |  |
| Facilitate signing of the contract agreement   | X       |                                 |  |
| f) Assist all parties to implement the contract  |         |                                 |  |
| Supervise the contract implementation  | X       |                                 |  |
| Build trust and act as an intermediary between all parties   | X       |                                 |  |
| Trouble-shooting the issue during the contract implementation  | X       |                                 |  |
| g) Assist all parties to get support from the project  |         |                                 |  |

| Task |   | Brokers | Managers for Brokering Services | General Manager for Brokering Services |
|------|---|---------|---------------------------------|--|
|      | Assist the MIG to apply for Public Sector Development Facility  | X       |                                 |  |
|      | Liaise with financial institutions and identify financing opportunities for all parties and help all parties to acquire financing as required | X       | x                               |  |
|      | h) Conduct independent broker performance evaluation with MIG   |         | x                               |  |
|      | i) Set up and implement management information system to track the performance of the MIG   | X       | x                               |  |
|      | j) Communication and knowledge management of the brokering service  | X       | x                               |  |
|      | k) Submit semi-annual assessments and reports to MAFF   |         |                                 | x                                      |

### a. General Manager for Brokering Services

#### i. Duties

76. The General Manager for Brokering Services will be based in the TSSD-AF provinces and will be responsible for managing area broker managers, for selecting brokers and for replacing brokers who fail to meet performance targets. The general manager will lead the delivery of the brokering services (Table 3). S/He will liaise with PDAFF staff in each province to ensure that broker activities are complimentary with TSSD-AF objectives.

#### ii. Specific Tasks

- (i) Work with managers for brokering services to select district and commune brokers to be responsible for communes/villages with potential for MIG development.
- (ii) Manage the brokering service team including all the Managers and the district and commune brokers.
- (iii) Monitor the business plan of each individual district and commune broker.
- (iv) Support managers for brokering services and the brokers by developing a list of approved business partners, both input suppliers and buyers/traders.
- (v) In collaboration with the Managers for Brokering Services, set up the brokers' performance review system and evaluate the performance of each district and commune broker annually in cooperation with the MIG. The evaluation of the Broker will be based on following factors: (i) the ability to outsource good partners for MIG; (ii) the ability to support the contract implementation; and (iii) the ability to support the MIG to reach the target sale (Chicken MIG: \$25,000/annum and Non-Chicken MIG: \$50,000/annum). Any poor performing Broker will be replaced by the General Manager for Brokering Services in consultation with the Assignment Manager.
- (vi) Ensure effective cooperation with SSP 7, project implementation consultants, ICT consultants and other consultants engaged in the TSSD-AF.
- (vii) Prepare semi-annual assessments and progress reports of the brokering services.

### iii. Outputs

77. The General Manager for Brokering Services will be judged by performance against the overall goals of SSP 8, including:

- (i) 364 MIGs will be formed and 70% of them are to be fully functioning after the project end with effective business partners (amongst these up to 196 backyard chicken MIGs, 84 vegetable MIGs, 84 rice MIGs and possibly up to 84 aquaculture fish will be established);
- (ii) 190 MIGs will be formed by end of year 2;
- (iii) each MIG for backyard chicken reaches the target sale of \$25,000/year;
- (iv) each non-chicken MIG reaches the target sale of 50,000/year; and
- (v) the broker becomes self-financing after three full years of operation.

### iv. Qualifications

78. The General Manager for Brokering Services will have: (i) preferably bachelor's diploma level in economics and or business development and administration (although equivalent commercial experience will be acceptable); (ii) preferably seven years' experience in managing and mentoring private sector companies; (iii) fluency in spoken and written English; and (iv) competency in MS Office suite.

## b. Managers for Brokering Services

### i. Duties

79. The Managers for Brokering Services will be based in the TSSD-AF provinces and will be responsible for managing district and commune brokers in one or two provinces, for selecting brokers and for advising the General Manager for Brokering Services on replacing brokers who fail to meet performance targets. The Managers will support brokers with commercial contacts and lists of potential business partners and will ensure effective cooperation with the ICT consultants. They will report to the General Manager for Brokering Services and will be responsible for monitoring the business plan of each individual district and commune brokers. They will liaise with PDAFF staff in each province to ensure that that broker activities are complimentary with TSSD-AF objectives.

### ii. Specific Tasks

- (i) Update market situation to the MIGs based on a study to map the market in the area and beyond.
- (ii) Study issues and constraints of the key players along the value chains.
- (iii) Support district and commune brokers by developing a list of approved business partners, both input suppliers and buyers/traders.
- (iv) Work with the General Manager for Brokering Services to select district and commune brokers to be responsible for communes/villages with potential for MIG development so that the brokers can establish the MIGs.
- (v) Liaise with financial institutions and identify financing opportunities for all parties and help all parties to acquire financing as required.
- (vi) Assist the General Manager for Brokering Services in evaluating the performance of each district and commune broker annually in cooperation with the MIG. The evaluation of the Broker will be based on following

factors: (i) the ability to outsource good partners for MIG; (ii) the ability to support the contract implementation; and (iii) the ability to support the MIG to reach the target sale (Chicken MIG: \$25,000/annum and Non-Chicken MIG: \$50,000/annum). Any poor performing Broker will be replaced by the General Manager for Brokering Services in consultation with the Assignment Manager.

- (vii) Set up complaint mechanism for the MIGs.
- (viii) Submit semi-annual assessments and reports to the Assignment Manager for consolidation and submission to MAFF Project Director and Manager.

### iii. Outputs

80. The Area Managers for Brokering Services will be judged by performance against the overall goals of SSP 8, including:

- (i) 364 MIGs will be formed and 70% of them are to be fully functioning after the project end with effective business partners (amongst these up to 196 backyard chicken MIGs, 84 vegetable MIGs, 84 rice MIGs and possibly up to 84 aquaculture fish will be established);
- (ii) 190 MIGs will be formed by end of year 2;
- (iii) each MIG for backyard chicken reaches the target sale of \$25,000/year;
- (iv) each non-chicken MIG reaches the target sale of 50,000/year; and
- (v) the broker becomes self-financing after three full years of operation.

81. The candidate firm for SSP 8 will outline individual goals for each Manager for Brokering Services as part of their technical proposal, and will refine the goals after the initial surveys of communes in the relevant province(s).

### iv. Qualifications

82. The Managers for Brokering Services will have: (i) preferably a bachelor's diploma level in economics and or business development and administration (although equivalent commercial experience will be acceptable); (ii) preferably five years' experience in managing and mentoring private sector companies; (iii) basic competence in spoken and written English; and (iv) competency in MS Office suite.

## 7. Area Managers for Small- and Medium- Enterprise Development

### a. Duties

83. The Area Managers for Small- and Medium- Enterprise (SME) Development will be based in the TSSD-AF provinces and will be responsible for supporting micro-enterprise development in one or two provinces. The Area Managers for SME development will support the 117 existing SMEs and assist in identifying and supporting a further 83 new SMEs with commercial contacts and lists of potential business partners and will ensure effective cooperation with MIGs and with a team of individual consultants. They will report to the Assignment Manager and will be responsible for supporting the development of an effective business plan for each individual SME. They will liaise with PDAFF staff in each province to ensure that SME activities are complimentary with TSSD-AF objectives.

### b. Specific Tasks

- (i) Work with the existing SMEs to develop effective business plans that meet the objectives of the business owners.
- (ii) Support SMEs by developing a list of approved business partners, both input suppliers and buyers/traders.
- (iii) Deliver effective capacity building on business literacy training.
- (iv) Deliver effective capacity building on extension service, where appropriate.

**c. Outputs**

84. The Area Managers for SMEs development will be judged by performance against the overall goals of SSP 8, including:

- (i) at least 40 additional SMEs formed by year 2;
- (ii) at least 83 additional SMEs will be formed by end of year 3; and
- (iii) at least 200 SMEs will be fully functional by the project end.

85. The candidate firm for SSP 8 will outline individual goals for each manager for SME development as part of their technical proposal, and will refine the goals after the initial surveys of communes in the relevant province(s).

**d. Qualifications**

86. The Area Managers for SME development will have: (i) bachelor's diploma level in economics and or business development and administration; (ii) preferably five year's experiences in managing and mentoring small private sector companies; (iii) fluency in spoken and written English; and (iv) competency in MS Office suite.

**K. Non-Key Experts (District Staff and Field Staff, and District and Commune Brokers)**

87. District staff and field staff are non-key experts. The number of district staff and field staff, and the number of district and commune brokers and their input in Table 1 above is a suggestion. The candidate firms for SSP 8 can propose the input of non-key experts to deliver the expected outputs of the assignment.

## TERMS OF REFERENCE OF INDIVIDUAL CONSULTANTS

**Table 1: Summary of Positions and Input of the Individual Consultants**

| Position   | No. of positions | Total input (p-m) |
|--|------------------|-------------------|
| <b>NCDDS</b>   |                  |                   |
| 1. Decentralization and Deconcentration Management Advisor   | 1                | 56                |
| 2. Finance Advisor   | 1                | 56                |
| 3. Provincial Project Management Advisor                     | 7                | 378               |
| 4. Local Government Finance/Procurement Advisors             | 7                | 378               |
| 5. Provincial Livelihood Advisors (Battambang and Prey Veng) | 2                | 72                |
| <b>MAFF</b>  |                  |                   |
| 6. Finance Advisor   | 1                | 56                |
| <b>ICT/COMMUNE MOBILE ACCESS PROGRAM</b>                     |                  |                   |
| 7. Team Leader/ Subject Matter & Data Collection             | 1                | 24                |
| 8. Subject Matter & Data Collection Specialist               | 1                | 30                |
| 9. Content Development/Digital Multimedia Specialist         | 1                | 24                |
| 10. Targeted Communications and Training Specialist          | 1                | 24                |
| 11. Agribusiness & Digital Marketing Specialist              | 1                | 15                |

ICT = information and communication technology; MAFF = Ministry of Agriculture, Forestry and Fisheries; NCDDS = National Committee for Sub-National Democratic Development Secretariat; p-m = person-month

### I. INDIVIDUAL CONSULTANTS UNDER NCDDS

#### 1. Decentralization and & Deconcentration Management Advisor

1. The National Committee for Sub-National Democratic Development Secretariat (NCDDS) will recruit a national Decentralization & Deconcentration Management Advisor to provide support to the implementation of the Tonle Sap Poverty Reduction and Smallholder Development Project – Additional Financing (TSSD-AF). S/he will be based in the NCDDS/Project Management Unit (PMU) and will report to the NCDDS Project Director and the Project Manager and carry out the following tasks:

- Advise the NCDDS/Provincial Service Team (PST) in the implementation of the roles and responsibilities for NCDDS under TSSD-AF.
- Advise the NCDDS/PST, and the Ministry of Agriculture, Forestry and Fisheries (MAFF) on implementing the Decentralization & Deconcentration (D&D) program in the agricultural sector and other sectors, particularly in the areas of rural productive service delivery and the devolution of functions from the national to the sub-national levels.
- Assist the NCDDS/PST to ensure that the sub-national agencies effectively implement the government's strategies of decentralization, deconcentration, gender mainstreaming, natural resource management, and poverty alleviation.
- Assist the NCDDS/PST to coordinate with other ministries & sub-national agencies in the implementation of the TSSD-AF and with other development agencies with projects/programs in the project area.
- Advise the NCDDS/PST on how to improve the D&D systems and procedures for the effective implementation of the TSSD-AF.
- Assist the NCDDS/PST in preparing the annual work plan and budget (AWPB) based on the consolidated proposals from the seven provinces, and to ensure that all project activities are implemented in accordance with AWPB effectively.

- Ensure that the management practices of all staff involved with TSSD-AF are effective, efficient, accountable, transparent, and of a high quality.
- Advise and assist the NCDDS/PST staff in management, coordination, financial management, procurement and other tasks for the implementation of TSSD-AF.
- Provide training to staff of NCDDS/PST in project management and other areas as required and advise national and provincial government staff on monitoring the impact of training activities.
- Assist the NCDDS/PST in organizing and facilitating any training or workshop at national and sub-national level.
- Assist the NCDDS/PST to develop any necessary guidelines or manual for the project, and review its guidelines/manuals base upon lessons learned from field application.
- Advise the NCDDS/PST on ways to improve the effectiveness and efficiency of monitoring and evaluation (M&E), supervision and reporting systems and procedures, the financial management system and internal controls at national and sub-national levels and ensure NCDDS databases are fully compatible with those of MAFF.
- Provide advice and assistance to national and provincial agencies in monitoring, reporting (progress reports) and evaluating the implementation of TSSD-AF in accordance with the M&E plan to assess the project's effectiveness and impact.
- Work closely with the project implementation consultant (PIC), other individual consultants and the special service providers (SSPs), in particular SSP 7 to ensure that the technical advisories are appropriate provided by each consultant.
- Assist the NCDDS/PST to cooperate and supervise all recruited SSPs, specifically, SSP 7, and make sure that all services delivered are in compliance with NCDDS procedures and guidelines.
- Support the effective communications and coordination with sub-national officials and advisors directly involved with specific project implementation including preparation of periodic project management meetings at national and sub-national level.
- Support effective communications and coordination between the NCDDS and other executing and implementing agencies of the project or and the concerned development partners for project implementation.
- Make regular monitoring and supervision visits of the seven project provinces and provide backstopping as necessary for project staff and commune staff in order to make sure that all project activities are implemented effectively and in accordance with procedures.
- Assist the NCDDS/PST to compile quarterly progress reports which are prepared by each province for submission to PIC Team Leader for consolidation.
- Assist the NCDDS/PST to conduct prior or post review of any documents required by ADB for subproject implementation and as necessary, providing feedback or advice to improve the compliance procedures.
- Assist the NCDDS/PST to facilitate regular project review missions of ADB and IFAD and or other training workshop which is conducted by ADB to the project.
- Assist the NCDDS/PST to review commune bid announcements to be posted and upload any necessary project documents in NCDDS website.
- Prepare monthly and other work plans and reports as required.
- Assist the NCDDS/PST to undertake staff recruitment and performance evaluations.
- Assist the NCDDS/PST to prepare documents that analyze the lessons learned

- from the implementation of the D&D program of TSSD for dissemination.
- Undertake other tasks as requested by the NCDDS Project Director and Project Manager.

2. Minimum qualifications are:

- A relevant post-graduate university degree or combination of education and appropriate experience.
- Preferably 10 years experiences in the management of large-scale development projects financed by international financial institutions; good up to date knowledge of ADB/IFAD procedures, policies and financial rules and regulations.
- Proven planning, management, and reporting skills in decentralized rural development.
- Computer literacy: word processing, spreadsheets, power point, and database programs.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

**2. Finance Advisor**

3. The NCDDS will recruit a national Finance Advisor with a background in financial management and procurement responsible for overseeing the project financial management at NCDDS/PMU. S/he will be based in the NCDDS/PMU and will report to the NCDDS Project Director and Project Manager and carry out the following tasks:

- S/he will be responsible for:
  - (i) training and developing capacity of the counterpart's accountant, and mentoring him/her throughout the project;
  - (ii) establishing the project's financial systems and ensuring the implementation of all project-financed activities in line with ADB and IFAD procedures and requirements and updating the financial management manual;
  - (iii) checking and reviewing all payment orders for signature by the project management and ensuring the financial transactions are properly recorded and accurately;
  - (iv) coordinating with the MAFF's Finance Advisor, Ministry of Economy and Finance, and other concerned parties to ensure prompt and correct disbursements and reporting;
  - (v) maintaining books, vouchers, and receipts according to ADB and IFAD requirements, and making them available to auditors and other authorized officials; and
  - (vi) preparing quarterly and annual financial progress reports on the project.
- Supporting provincial and district administrations in establishing procedures for combining and reconciling financial statements from commune councils (with particular attention to Battambang and Prey Veng) and providing training to ensure that government, ADB and IFAD procedures are understood and followed.
- Advising the Project Directors and Project Managers to ensure the government and external financing for the project will be used and accounted for properly in accordance with the government regulations and ADB loan and grant agreements and IFAD financing agreement.

- Ensuring that all the financial aspects of the project activities is in compliance with all financial covenants and other obligations in the agreements.
- Managing the project's financial management functions under NCDDS/PST in line with the government's requirements and systems and ADB loan and grant agreements and IFAD financing agreement.
- Ensuring that the financial managements systems, fund flow procedures at sub-national level and procedures for the use of special advances enable funds to flow as and when required to the provinces, districts, and commune councils.
- Providing the financial management and contract management, technical back-up, and on-the-job training to NCDDS staff in respect to the detailed financial management and procurement tasks.
- Assisting the NCDDS Project Director, Project Manager, and NCDDS PMU staff to respond to the audit reports and associated management levels; advise the Project Manager on how to address any financial management issues raised by the auditor.
- Providing financial management support and staff training to the staff of the NCDDS/PMU and institutions at the sub-national level.
- Ensuring the same staff have a good understanding of all the government administrative/personnel policies including those related to:
  - (i) asset inventories;
  - (ii) proper and effective use, maintenance, storage and disposal of equipment;
  - (iii) maintenance of offices; and
  - (iv) management of correspondence.
- Preparing regular reports on the performance of the NCDDS/PMUs financial management covering progress, problems faced and resolved for submission to the Project Director and Project Manager.
- Providing the NCDDS Project Director and Project Manager, PIC Team Leader/Value Chain Specialist, and PIC Deputy Team Leader/Agribusiness Specialist with regular status reports, including information on progress made, outstanding issues and action recommended.
- Processing the procurement of goods, services following procedures acceptable to the financiers.
- Closely coordinate with MEF and ADB and IFAD Cambodia Resident Missions and financiers in following up the withdrawal applications and ensure that the fund is available in time to avoid any financial discrepancy.
- Develop the memorandum of understanding between livelihood improvement groups (LIGs) and commune councils on block grant transfer for the group revolving fund and how to use the fund for service providers (contract award).
- Develop and revise the financial template for communes in utilizing the Community Development Fund (CDF) LIG fund and provide coaching to commune council to ensure they can manage fund in the correct way.
- Assist the NCDDS Project Director and Project Manager for all the packages for consulting services and goods to be procured by NCDDS in line with the government's requirements and systems and ADB loan and grant agreements, and IFAD financing agreement to ensure that the procurement processes and procedures are in place and adhered to in accordance with ADB and government policy for recruitment and procurement.
- Undertake other tasks assigned as requested by the NCDDS Project Director and Project Manager.

4. Minimum qualifications are:

- A relevant post-graduate university degree and/or combination of appropriate experience, preferably a Certified Public Accountant or Chartered Accountant.
- Preferably 10 years of experience with the financial management and the management of procurement of rural development programs/projects, including experience with advising on the design and management of decentralized financial management systems.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government, ADB and IFAD procedures, policies and financial rules and regulations and government financial management and administrative procedures.
- Knowledge of computer information system, word processing, database, spreadsheets and financial and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

**3. Provincial Project Management Advisors**

5. The NCDDS will recruit Provincial Project Management Advisors based in seven provinces to work within the PSTs. The Provincial Project Management Advisors will report to the Provincial Facilitators of the PSTs and to the NCDDS Project Manager and Project Director. S/he will carry out the following tasks:

- Coordinate all project activities within the province and provide a general oversight of the activities of the various service providers implementing project-financed activities.
- Manage activities for capacity development at provincial, district, and commune levels e.g., initial training of the commune mobile access workers (CMAWs), project orientation training for the staff of the various provincial and district administrative units.
- Participate in activities related to policy and institutional reform at sub-national level supported by the project.
- Liaise with other projects/programs to ensure that all rural development activities at commune and district and province levels are complementary.
- Participate in the technical meetings and policy guidance meetings.
- Provide NCDDS and MAFF with timely consolidated provincial AWPBs, regular financial statements and reports and six-monthly progress reports, based on the information provided by the district facilitation teams and from the contracts managed at provincial level.
- Participation in developing LIG and market improvement group (MIG) formation guideline and service procurement guideline.
- Support day to day administrative tasks related to the project implementation.
- Liaise with the firm to ensure that project activities at commune, district, and province levels are complementary.
- Build up capacity of government's counterpart staffs.
- Other tasks as required by NCDDS Project Director and Project Manager.

6. Minimum qualifications are:

- Bachelor degree in agriculture or other subject relevant to rural development with post-graduate study an advantage.
- Preferably 10 years of experience working in agriculture/rural development programs or projects.
- A good knowledge of the government's evolving system for sub-national government and the procedures of international financial systems.
- Good communication and documentation skills in Khmer and English and good knowledge of computer information management systems, Microsoft Office applications, database management systems and financial and project management software and of the internet and digital communications including the use of mobile telephone, email, mobile devices including smartphones and tablets and related applications including the web and social media.

#### **4. Local Government Finance/Procurement Advisors**

7. The NCDDS will recruit Local Government Finance/Procurement Advisors based in seven provinces to work within the PSTs. The Local Government Finance/Procurement Advisors will report to the NCDDS and MAFF Project Directors and Project Managers through the Provincial Facilitators. They will be based at the PST offices but will provide support to NCDDS on a regular basis. S/he will carry out the following tasks:

- Advise the Provincial Facilitators on the project's financial management functions in line with the government's requirements and systems and ADB loan and grant agreements and IFAD financing agreement to ensure that the financial managements systems is in place that will enable funds to flow as and when required.
- Advise the Provincial Facilitators to ensure the government and external financing for the project will be used and accounted for properly in accordance with the government regulations and ADB loan and grant agreements and IFAD financing agreement.
- Advise the Provincial Facilitators and the procurement staff of the executing and implementing agencies on the project's procurement functions in line with the government's requirements and systems and ADB loan and grant agreements and IFAD financing agreement to ensure that the procurement processes and procedures are in place and adhered to.
- Assist the NCDDS and MAFF Project Directors and Project Managers to respond to the audit reports and associated management letters.
- Advise the NCDDS and MAFF Project Directors and Project Managers on how to address any financial management and procurement issues.
- Provide financial management and procurement support, contract management, technical back-up, and on-the-job training to the staff of the PSTs and DSTs and other agencies involved in project management and coordination in respect to detailed financial management and procurement tasks.
- Provide the NCDDS and MAFF Project Directors, Project Managers, Provincial Facilitators with regular financial progress reports, including information on progress made, outstanding issues and action recommended.
- Coach and assist the Provincial Facilitators and the district service team (DST) and commune council finance and procurement staff in preparation of disbursement and procurement documents.
- Undertake other tasks as requested by the NCDDS and MAFF Project Directors

and Project Managers.

8. Minimum qualifications are:

- A relevant post-graduate university degree and/or combination of appropriate experience, preferably a Certified Public Accountant or Chartered Accountant.
- Preferably 10 years' experience with the financial management and the management of procurement of rural development programs/projects, including experience with advising on the design and management of decentralized financial management systems.
- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government, ADB, and IFAD procedures, policies and financial rules and regulations and government financial management and administrative procedures.
- Knowledge of computer information system, word processing, database, spreadsheets, and financial and project management software.
- Excellent English communication skills, written and spoken.

**5. Provincial Livelihood Advisors**

9. The NCDDS will recruit Provincial Livelihood Advisors to be based in the two new provinces (Battambang and Prey Veng) to work within the PST. They will work with the PST and in close cooperation with the Provincial Project Management Advisors and Local Government Finance/Procurement Advisors. They will report to the NCDDS and MAFF Project Managers and Project Directors through the Provincial Facilitators of the PSTs in Battambang and Prey Veng. S/he will carry out the following tasks:

- Provide advice and guidance to the PST members, monitor and provide technical backstopping to CMAWs in line with the guidelines for the formation of the LIGs and the guidelines for the use of the CDF to support livelihood activities.
- Augment the PST during the delivery of all training and mentoring activities for DSTs, CMAWs, commune councils, and LIG leaders in each province and act as a resource person as needed for selected topics.
- Coordinate with the SSPs to monitor the progress during the implementation of the contracts to
  - (i) provide capacity building training and mentoring for the LIGs;
  - (ii) support the LIG animal health improvement and production program; and
  - (iii) provide technical and other trainings.
- Assist the PST in the establishment of linkages between the LIGs and the agricultural marketing and rural ICT initiatives so that the LIG members are enabled to benefit from improved access to market information and to connect to specific value chains for agricultural commodities.
- In cooperation with the PSTs to support the establishment of effective linkages between the DSTs and the LIGs to ensure that the group members are able to benefit from improved agricultural technologies which are promoted under the mobile commune access program through the CMAWs as well as other extension outlets/events (i.e., radio, field days, and other good experiences/projects) within the province.
- In cooperation with PST and DST members, regularly monitor the effectiveness of the Commune Mobile Access Program and other extension programs and identify

the need for content adjustment (format), additional extension materials and marketing information as well as other hardware which may be required by the CMAWs.

- In cooperation with the PSTs and DSTs, closely monitor the recruitment of service providers/trainers that are recruited by the commune councils and conduct field visits to observe the delivery of training for LIG members and the establishment of demonstration models and promote the deployment of local farmers who managed best practice models or similar local expert/experienced farmers as trainers.
- Assist the PST in monitoring the performance of the Group Revolving Funds that are established for each LIG and recommend solutions to any specific problems that are identified.
- In cooperation with the PSTs, examine the existing marketing channels and examine the value chains to identify new opportunities for the marketing of products from the LIGs mechanisms to improve the returns to the LIG members. Explore the utilization of social media to publicize the products from the LIGs.
- Assist the PST in the conduct of regular technical skills gap analysis for the CMAWs, as well as the commune clerks and other commune council members.
- Coordinate with the Social Development and Gender Specialist and Livelihood Specialist in providing support to PST/gender focal points to ensure regular and complete gender related data collection and reporting.
- Attend the provincial and district monthly coordination meetings and together with the PSTs and DSTs, attend selected commune monthly meetings where there are issues arising related to LIG formation.
- Assist the PST in fulfilling the reporting functions and specifically for the preparation of the quarterly and annual progress reports.
- Maintain and make available an appropriate database to track the progress and activities of all LIGs.
- Undertake other tasks as requested by the NCDDS and MAFF Project Directors and Project Managers.

10. Minimum qualifications are:

- A relevant university degree in rural sociology and combination of post-graduate qualifications in agriculture with appropriate agricultural and rural development experience.
- Extensive knowledge of community and rural development with experience of livelihood improvement activities for poor rural communities and in facilitating the adoption of market based agricultural production.
- Sound understanding of rural community structures and dynamics and appreciation of gender roles and the needs of ethnic minorities.
- Familiarity with similar projects supported by ADB and/or IFAD.
- High level of computer literacy and in the use of MS Office applications.
- Excellent English communication skills, written and spoken.
- Willingness to conduct regular visits and work in rural areas and remote communes/villages.

## II. INDIVIDUAL CONSULTANT UNDER MAFF

### 1. Finance Advisor

11. The Finance Advisor will report to MAFF Project Director and Project Manager through the Team Leader/Value Chain Specialist and Deputy Team Leader/Agribusiness Specialist. S/he will be based at the MAFF office but will provide support to NCDDS, MPTC and NCDMS on a regular basis. S/he will carry out the following tasks:

- Advise the Project Managers on the project's financial management functions in line with the government's requirements and systems and ADB loan and grant agreements, and IFAD financing agreement to ensure that the financial managements systems in place will enable funds to flow as and when required.
- Assist the Project Managers to prepare financial management manuals.
- Advise the Project Directors and Project Managers to ensure the government and external financing for the project will be used and accounted for properly in according with the government regulations and ADB loan and grant agreements, and IFAD financing agreement.
- Assist the MAFF Project Director and Project Manager for all the packages for consulting services and goods to be procured by MAFF in line with the government's requirements and systems and ADB loan and grant agreements, and IFAD financing agreement to ensure that the procurement processes and procedures are in place and adhered to in accordance with ADB and government policy for recruitment and procurement.
- Assist the Project Director, Project Manager and staff of MAFF to respond to the audit reports and associated management letters.
- Advise the Project Directors and the Project Managers on how to address any financial management and procurement issues raised by the auditor.
- Provide financial management and procurement support, contract management, technical back-up and on-the-job training to the staff of the MAFF and staff of the implementing agencies and other agencies involved in project management and coordination in respect the detailed financial management and procurement tasks.
- Provide the Project Directors, the Project Managers and the Team Leader/Value Chain Specialist and Deputy Team Leader/Agribusiness Specialist with regular financial progress reports, including information on progress made, issues outstanding and action recommended.
- Coach and assist the Project Director and Project Manager and the MAFF Administration and Finance Officer and Procurement/Contract Administration Officer in preparation of disbursement and procurement documents.
- Undertake other tasks as requested by the MAFF Project Director and Project Manager.

12. Minimum qualifications are:

- A relevant post-graduate university degree and/or combination of appropriate experience, preferably a Certified Public Accountant or Chartered Accountant.
- 10 years' experience with the financial management and the management of procurement of rural development programs/projects, including experience with advising on the design and management of decentralized financial management systems.

- Knowledge of the government's ongoing reforms of sub-national government.
- Knowledge of government, ADB and IFAD procedures, policies, and financial rules and regulations and government financial management and administrative procedures.
- Knowledge of computer information system, word processing, database, spreadsheets, and financial and project management software.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

### **III. INDIVIDUAL CONSULTANTS FOR ICT/COMMUNE MOBILE ACCESS PROGRAM**

#### **A. Objective**

13. These terms of reference are for a team of consultants to provide support to NCDDS and MAFF for the development and collection of appropriate digital content on agricultural technologies and extension materials for use through the Commune Mobile Access Program of the TSSD-AF project. The consultants will also be responsible for identifying at least 100 MIGs out of the 364 MIGs that will be established under the TSSD-AF that are willing in investing in at least one mobile device for their broker to receive information to be produced by the team<sup>1</sup>. The team will be recruited by MAFF.

#### **B. Introduction**

14. The TSSD-AF project aims to foster community driven development through investments in agriculture productivity improvement, rural infrastructure and capacity development in 271 communes in the provinces of Banteay Meanchey, Battambang, Kampong Cham, Kampong Thom, Prey Veng, Siem Reap, and Tboung Khmum. The TSSD-AF's outputs will be:

- (i) Output 1: Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced. The TSSD-AF will focus on climate- and disaster-resilient roads and irrigation schemes. It will rehabilitate an additional 450 kilometers of roads and upgrade 6,000 hectares of irrigation infrastructure to allow for at least two crops per year. Infrastructure subprojects will also be registered in the national asset inventory to ensure O&M beyond the additional financing implementation period. The existing 1,241 livelihood improvement groups (LIGs) will be strengthened and an additional 759 LIGs will be established. An LIG association will also be established with financial contribution from LIG members themselves to improve the group sustainability. Further, DRM in target communes will be strengthened through training on identifying, planning, and implementing disaster risk reduction measures, including incorporating these measures in infrastructure subprojects.
- (ii) Output 2: Enabling environment for increased agricultural productivity, diversification, and climate resilience created. Training on climate-smart agriculture practices will be provided through 200 paddy selling groups, LIGs and market improvement groups. Production of four climate-resilient rice seed varieties will be promoted upon confirmation of market demand. Beyond production, the additional financing will also improve value addition for rice, vegetables, and chicken value chains through (i) establishing multistakeholder value chain platforms, (ii) establishing 364 market improvement groups (MIGs), (iii)

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<sup>1</sup> Refer to the terms of reference of the special service provider 8 for more details about the MIG brokers.

strengthening 103 existing small-scale agribusinesses, and (iv) establishing at least a further 97 agribusinesses.

(iii) Output 3: Project management strengthened.

15. The Ministry of Agriculture, Forestry and Fisheries (MAFF), and the National Committee for Sub-National Democratic Development Secretariat (NCDDS) are the executing and implementing agencies of the TSSD-AF. The Ministry of Posts and Telecommunications (MPTC) will coordinate and implement Rural Information and Communication Technology (Rural ICT) investment activities under an agreement with MAFF project management unit. The implementation of the project is supported by a team of Project Implementation Consultants (PICs).

16. The TSSD-AF is promoting the introduction of livelihood improvement opportunities to the LIGs in each of more than 1,500 targeted villages across the 271 communes. The group members are mostly poor households in the targeted villages. Within each of these communes the TSSD-AF has supported the recruitment of one commune mobile access worker (CMAW) by the commune council. In order to ensure that the LIG members have access to information on improved agricultural technologies, the current TSSD project has launched the Commune Mobile Access Program whereby CMAWs can share agricultural extension and other related materials through multi-media content loaded on their mobile device during meetings and discussion with farmers. The device will also be used for connecting to the internet to collect and share digital content. This program is to be continued in the TSSD-AF.

17. The TSSD-AF has also inherited the Agricultural Information Service web portal managed by MPTC for accessing all available extension information on agricultural technologies which have been developed by TSSD as well as providing links to other sources of extension materials managed by MPTC.

18. The team of ICT consultants will support the development of digital content including multimedia materials to supplement what is already available from original project on improved technologies supporting the livelihood improvement activities and to disseminate these through the TSSD-AF website and the Commune Mobile Access Program.

### **C. Objectives of the Assignment**

19. The objectives of the assignment are to provide digital content as requested by MAFF and NCDDS based on identified needs of local farmer groups, including the LIGs, MIGs, and paddy selling groups on selected agricultural commodities and improved agricultural and non-agricultural technologies in easily understandable digital formats that will be suitable for dissemination to these farmer groups through the CMAWs and the brokers in at least 100 interested MIGs. The other objective is to collect information on an ongoing basis from farmer groups to better understand their information needs and to react to these demands with relevant digital content. The information collected will also be used for project planning and management, and for monitoring and evaluation.

20. The TSSD-AF will also increase the visibility of LIGs and especially of MIGs in the agricultural market in Cambodia and beyond and help them sell their produce in more markets and at better prices by making use of the internet for this purpose.

21. The specific tasks for digital content development are as follows:

- Undertake Web-based research to identify information and knowledge resources relevant to the information needs of TSSD-AF farmers, LIG, and MIG members, etc. Focus on multimedia resources from sources such as MAFF and other sources within Cambodia, YouTube, Vimeo, UN agencies such as the FAO, etc. Determine if any intellectual property issues limit their use by the TSSD-AF project. Develop a priority list of potential resources. With guidance from the MAFF and NCDDS and including the Provincial Agricultural Coordinators, Provincial Agricultural Marketing and Rural ICT Coordinators, and Provincial Livelihood Advisors, as well as feedback from the CMAWs and paddy selling groups, LIGs and MIGs, continue undertaking this research to provide content in response to demand from LIGs and MIGs, etc., on an ongoing basis throughout the course of the project.
- Conduct a preliminary workshop with selected NCDDS and MAFF team and PIC members, the special service providers (SSPs) engaged under the TSSD-AF, the Provincial Agricultural Coordinators, Provincial Agricultural Marketing and Rural ICT Coordinators, and Provincial Livelihood Advisors, to further identify the priority themes for the multi-media content to be developed. Identify sites within the seven TSSD-AF provinces where video material can be recorded by CMAWs or possibly by professional film makers based on the identification of best practices and experiences offered by outstanding farmers. Preference is for video material to be recorded by CMAWs. Present the findings of the web-based research for discussion and to help identify potential digital resources that could be made available to LIGs and MIGs, etc., by the CMAWs and the 100 MIGs.
- Based on feedback from MAFF and NCDDS and the Provincial Agricultural Coordinators, Provincial Agricultural Marketing and Rural ICT Coordinators, Provincial Livelihood Advisors, identify digital content that may be most relevant.
- When intellectual property rights permit, adapt the digital content retrieved online or from partner agencies to Khmer with verbal and/or written overlays. Distribute this content to the CMAWs via the internet and/or social media including Facebook and Facebook Messenger when possible or via digital storage devices such as memory cards, USB drives, etc. Work with PST and DST staff to share the content with CMAWs and brokers from the MIGs that cannot connect to the internet.
- In cooperation with NCDDS and MAFF and PIC team members, the service provider will be responsible for training CMAWs and the 100 MIGs brokers on simple video recording and editing techniques, and on managing the files and sharing these over the Internet and/or via storage devices.
- The service provider will also, when required, undertake video editing of material produced by CMAWs and the 100 MIGs brokers.
- In cooperation with NCDDS and MAFF and PIC team members, and coordinated by representatives of the SSPs, conduct preliminary visits to multiple potential sites and facilitate meetings to identify the potential farmers and best practices that can be used for producing digital recordings by CMAWs and/or the ICT consultant team.
- Compile the digital content into preliminary training videos with the advice of NCDDS, MAFF and PIC team members where needed to provide further training and arrange for a review of the material by a panel of MAFF extension staff to provide comment for further improvement.
- Pilot test the digital content retrieved online and/or recorded by CMAWs with randomly selected target farmer groups (i.e., LIG, paddy selling groups and/or MIG members) to ensure its suitability to their absorption capacity.

- Refine the digital content based upon the feedback received from the review with further advice from NCDDDS, MAFF and PIC team members where needed.
- Share the content with CMAWs and MIGs over the internet via the Agricultural Information Service site of the MAFF and/or via digital storage devices.

22. In consultation with MAFF, NCDDDS, PIC members, MPTC, PSTs, and DSTs, prepare and implement a data collection, analysis and visualization tool to better understand the needs and priorities of LIGs and MIGs for agricultural technologies and practices, for marketing and for supply chain information including market prices, for disaster risk reduction (DRR), on issues related to gender empowerment, climate smart agriculture, etc. and for project management and M&E.

- In consultation with MAFF, NCDDDS, PIC members, PSTs, and DSTs, prepare a data collection plan to facilitate project management and to allow the capture of data and information about farmers needs related to agriculture technologies, market linkages and market data, DRR, climate smart agriculture, gender empowerment, etc.
- Identify data needs in consultation with MAFF, NCDDDS, PIC members, PSTs, and DSTs, and when possible, with farmers themselves.
- In consultation with MAFF, NCDDDS, PIC members, PSTs, and DSTs, put in place a data integration, analysis and visualization server that will facilitate real time monitoring of project performance in each of the 271 LIGs and in the 100 MIGs.
- In consultation with MAFF and NCDDDS, discuss with existing data integration services in Cambodia, and in particular with the World Food Programme Cambodia about using the Platforms for Real-Time Information Systems (PRISM) data integration and mapping and visualization server as the platform for data integration, mapping and visualization for the TSSD-AF. Explore areas of possible collaboration and data exchange with PRISM.
- In consultation with MAFF and NCDDDS, assess costs associated with various options, including using PRISM, for integration and visualization of data collected from the TSSD-AF project
- In consultation with MAFF and NCDDDS, develop survey tools including questionnaires to be administered by CMAWs and brokers from the 100 MIGs
- In consultation with MAFF and NCDDDS, test survey tools with CMAWs using tablets and with 100 MIGs brokers
- Put in place a regular survey methodology that will be implemented on a regular and recurring basis by the CMAWs and the brokers in the 100 MIGs
- Collect the data on a regular basis and submit to treatment by the PRISM data integration and visualization platform
- Visualize the data and use for regular reporting and data gathering about the technical and marketing information needs of farmers in the 271 communes.
- Modify the digital content delivered based on farmer feedback and the data collected and visualized
- Collaborate with the MPTC in the training of CMAWs on the use of tablets and in training the brokers from the 100 MIGs on the use of smartphones for data collection and for sharing digital content. In collaboration with MPTC, help develop the curriculum that will be used for training.

23. In consultation with MAFF, NCDDDS, PIC members, MPTC, PST, and DST, develop mobile tools such as Interactive Voice Response, SMS messaging, etc., for collecting and delivering

information to members of LIGs and MIGs. Also, use internet based tools that are readily available using smartphones and tablets such as social media, Facebook Messenger, etc.

- The consultants will develop an Interactive Voice Response based program providing training as well as agronomic tips to farmers. In consultation with MAFF, NCDDDS, PIC members, MPTC, PST, and DST, content will be prepared and readied for Interactive Voice Response use.
- The consultants will seek out partnerships with one or more mobile network operators to make it easier for farmers to access the Interactive Voice Response program from their mobile phones without incurring network charges. Mobile network operators can benefit from greater market share as farmers will have to obtain their mobile subscriptions from the partner network operator.
- The consultants will also consider developing other Interactive Voice Response or mobile phone based technologies such as:
  - (i) On demand farmer initiated retrieval of agricultural information from any mobile phone.
  - (ii) The use of random digital dialing for farmer surveys or for conducting polls.
  - (iii) Using Interactive Voice Response to provide timely information about weather and climate forecasts and for informing farmers about emergencies and for DRR.
  - (iv) Look at linking Interactive Voice Response with mobile money platforms to facilitate lending and for money transfers, etc. as part of conditional cash transfers of credits made available as part of the TSSD-AF.
  - (v) Any other mobile technologies and applications deemed useful.
- In consultation with MAFF, NCDDDS, PIC members, MPTC, PST, and DST, develop a mobile communication and data gathering strategy and implement the strategy.

#### **D. Responsibilities of the Consultants**

24. The consultants will be required to work in close collaboration with the NCDDDS, MAFF, PIC team members, and MPTC. The expected tasks for the consultants will be performed in accordance with a mutually agreed schedule.

##### **1. Digital Content Development**

25. The tasks of the consultants will be as follows:

- Become familiar with online and other sources of digital content of relevance to agricultural production and marketing for the TSSD-AF.
- Identify and verify quality, availability and applicability of digital content.
- Assess training needs of the CMAWs and of the brokers in the 100 MIGs.
- Within two months of the start of the assignment, conduct a workshop with selected NCDDDS, MAFF, other SSPs, and PIC team members to review the digital content that is available online and from partner agencies, etc. The first workshop should be in year 1 and the second in year 2.
- In this workshop, present survey tools available and the PRISM data integration and visualization service and how it is proposed to be used in the TSSD-AF. Gather feedback from the participants and especially from MAFF.

- Prepare a mobile/internet communication and data gathering and sharing strategy and implement the strategy.
- In collaboration with MPTC, develop a digital content development and acquisition curriculum and provide training to CMAWs and the brokers in the 100 MIGs. Focus on the use of digital video and photo recording and train the CMAWs and the brokers in the 100 MIGs in how to use the mobile devices for planning and producing digital content including short digital video/slide show productions to highlight agricultural technologies, challenges faced by farmers, best practices and “how to” examples to be shared with other farmers and LIGs, MIGs, etc. using the internet and/or SD cards and/or portable USB storage devices.
- Negotiate use of the PRISM data integration and visualization platform. Assess the data requirements that can be met using the PRISM. Operationalize the use of the platform as soon as possible and prepare a plan to use the platform for meeting the data acquisition and analysis needs of the TSSD-AF project.
- Liaise with PRISM and other possible partners, including mobile network operators to explore opportunities to work with these mobile network service providers in delivering digital content to the CMAWs and the brokers in the 100 MIGs
- Acquire survey and questionnaire data in digital format for use by the data integration and visualization platform (PRISM).
- In collaboration with MPTC, develop curricula that MPTC and the Content Development/Digital Multimedia Specialist will use for training the CMAWs and the brokers in the 100 MIGs in using mobile devices for administering the data collection tools that will be made available to them, including the survey applications and questionnaires they will be made to use for uploading content via the mobile network
- Develop the digital formats that are compatible with the PRISM server in consultation with the World Food Programme.
- Develop the surveys and questionnaires to be administered by the CMAWs and by the brokers in the 100 MIGs
- Feed the digital content prepared to the Agricultural Information Service and the Agricultural Marketing Information System operated by MAFF.
- Participate with MPCT in training of the CMAWs.
- Implement the mobile strategy using the Interactive Voice Response and other associated technologies.
- Provide regular and on demand reports for agricultural content and technologies and for market data, and on project achievements and progress using the data collected by the CMAWs and the 100 MIGs. Use the PRISM server for report production.

## **2. Planning of Field Work**

26. The consultants will be responsible for developing the schedules for field visits to meet with CMAWs and farmers, LIGs, MIGs, etc. The specific tasks of the consultants will be as follows:

- Consult with MAFF, NCDDS, PST, and DST to plan visits with select communes and LIGs, MIGs and paddy selling groups in each province to better understand the challenges faced by farmers in acquiring information relevant to their needs and circumstances. Undertake these consultations on a regular basis throughout the course of the project to remain aware of farmer needs and circumstances. Do the same to better understand the issues farmers face in buying supplies and in

selling their produce with a view to learning about e-commerce readiness for MIGs and paddy selling groups.

- Organize consultative events when possible with members of the communes and of representative LIGs and MIGs, and paddy selling groups to better understand their needs and circumstances and specifically, their data and information needs and buy and sell opportunities and to understand the agricultural supply chain upon which these farmers rely. Also use these meetings to identify their existing sources of information with a view to helping them improve access to information on agricultural technologies, practices and markets.
- During these field visits, establish working relationships with key collaborators in the PSTs and DSTs and among the communes visited.
- In consultation with MAFF, and MAFF Agricultural Marketing Office, NCDDDS and MPTC, and the PIC, identify agribusiness operators who may be interested in participating in online marketing in support of marketing and sales initiatives being promoted by the TSSD-AF in support of the farmers in LIGs, MIGs and paddy selling groups.

### **3. Digital Content Acquisition**

- Many sources of digital content exist. Many international agencies and nongovernment organizations working in this field, such as FAO, World Food Programme, other UN and online resources such as YouTube, Vimeo and others are repositories of digital content. This content may already address some of the issues that farmers in the TSSD-AF areas are facing. The consultants will assess the nature, extent and quality of the content with a view to using this content to produce digital content adapted to the needs and circumstances of the TSSD-AF beneficiaries and intermediaries, i.e., MAFF and the PSTs and DSTs.
- Adaptation will mean evaluating the content, and for content that is deemed relevant and when required, the consultants will provide voice overs in Khmer and where appropriate, Khmer subtitles.
- New digital content will also be acquired by the consultants, especially through the CMAWs and the brokers in the 100 MIGs and others in the communes. CMAWs and the brokers in the 100 MIGs will be trained in digital photography and videography for this purpose and will identify content relevant to best agricultural/agronomic technologies and practices. They will also collect content related to DRR and disaster risk management (DRM), climate smart agriculture, gender empowerment, and project operation and management. MAFF, NCDMS as well as PST and DST and gender focal point teams will be consulted on an ongoing basis for this purpose.

### **E. Responsibilities of NCDDDS and MAFF**

27. The PST Leader will be responsible for securing the administrative approvals from the local authorities for the field visits and the collection the digital content, including digital video/audio recordings, whilst the Provincial Agricultural Coordinators will be responsible for coordination with the farmers through the DSTs. The PSTs will also ensure close support during the field work from all provincial authorities.

### **F. Required Qualifications**

28. All team members must be fluent in both Khmer and have some English language

capability. The Team Leader/Subject Matter and Data Collection will be fluent in English. The other minimum qualifications of the team members will be as follows:

- Agricultural background is preferable.
- Strong information and communication technology (ICT) skills and knowledge of the use of mobile technologies for communicating and sharing information with farmers and others at the bottom of the pyramid.
- Strong data analytics and data visualization skills and familiarity with Open Data Kits and current trends in data acquisition, analysis, management and visualization.
- Experience in digital audio visual productions and in editing digital video, audio, etc.
- Experience in the provision of training for technical staff in the use of mobile technologies and digital tools such as mobile devices and the internet.
- Experience in digital data analysis and visualization tools and technologies.
- Experience in survey and data collection methodologies.
- Expertise in agricultural marketing in Cambodia and in the region.

## **G. Deliverables**

29. The consultants will be required to achieve the following deliverables:

- Report of preliminary workshop with MAFF and MPTC team members, together with the TSSD-AF's SSPs identifying available digital content dealing with agricultural technologies and agricultural marketing and content priorities suggested by MAFF and other participants - after eight weeks.
- Recommendations on the digital content presently available online and from partner agencies that can be adapted to Khmer using voice overs, etc., including gaps in content that need to be addressed - after eight weeks. The recommendations will be updated bi-annually.
- Training with MPTC of CMAWs and brokers from 100 MIGs on the use of mobile devices and report on training status – after two months and on regular basis thereafter as CMAWs are hired and the brokers in the 100 MIGs are selected. Reports on training achievements to be produced in collaboration with MPTC.
- The PRISM data integration and visualization platform operational containing TSSD-AF data and producing reports and visualizations of data obtained from the TSSD-AF. A report on the status and use of the PRISM will be prepared, including recommendations on how to make the best use of the platform as well as any recommendations on improvements to the use of the platform. If other solutions exist, these should be considered as long as they are cost effective and can be used over and beyond the life of the TSSD-AF project.
- A report on surveys and questionnaires delivered and results obtained – periodically and in real time using the PRISM data integration and visualization platform.
- Copies of digital content provided on flash media and available and archived online with the Agricultural Information Service website operated by MAFF and the MPTC.
- Interactive Voice Response content provided on digital media and made available via a digital platform to be developed by the consultants in collaboration with the MPTC and/or mobile network operators as appropriate.

- Monthly reports and statistics on the status of implementation produced on demand using the Platforms for Real-Time Information Systems (Prism).

## **H. Reporting Obligations**

30. The consultants will report to the MAFF and NCDDDS Project Directors and Project Managers for each of these deliverables. The final deliverables must be submitted to MAFF and NCDDDS according to a schedule agreed upon given the limits for the contract duration. All deliverables are subject to agreement by the NCDDDS and MAFF Project Directors and Project Managers and should therefore be submitted in time (about one week) to allow for comments and if required some changes to be introduced by the consultant.

## **I. Terms of Reference of Consultants**

### **1. Team Leader/Subject Matter and Data Collection**

31. The Team Leader/Subject Matter and Data Collection will report to the MAFF and NCDDDS Project Directors and Project Managers. S/he will be based at the MAFF office and will provide support to MAFF, NCDDDS and MPTC on a regular basis. S/he will carry out the following tasks:

- Lead the team of ICT consultants to deliver outputs described above.
- Advise the Project Managers on the use of ICTs for accessing information on agricultural technologies and practices, for collecting, analyzing, managing and sharing data and information for this purpose and also on the use of ICT for marketing and for improving supply chain linkages, for project management, for M&E and eventually for buying and selling produce online.
- Work closely with the MAFF and the Agricultural Marketing Office in developing project plans and activities and especially in regards to acquiring and sharing market information (MAFF Agricultural Marketing Office).
- Work closely with the MAFF Rural ICT Coordination, Extension, Digital Services and Marketing Officer in delivering the ICT objectives of the TSSD-AF.
- Work closely with MAFF, NCDDDS and MPTC in developing work plans for jointly addressing the ICT objectives set by the project.
- Advise Project Managers on the use of digital survey tools for data acquisition and analysis and for real time sharing and visualization of the data obtained. This includes advising Project Managers on what digital data acquisition tools are available and suitable in the project context and on how these can be best put to use.
- Advise Project Managers on the availability of digital content that will support the needs of the commune councils, LIGs, and MIGs and paddy selling groups in the TSSD-AF project area and on the best ways of sharing that content on an ongoing basis with LIGs, MIGs, and paddy selling groups, PSTs and DSTs, gender focal points, etc.
- Advise Project Managers on the digital and especially mobile technologies and applications that are best suited to providing and collecting data and information as well as project performance feedback.
- Advise Project Managers on ICT readiness in Cambodia that may be relevant to the data acquisition and sharing objectives of the TSSD-AF, and to the plans for using ICT for improved access to marketing data and eventually to the development of a MIG/commune level marketing.

- Advise Project Managers on partners to collaborate with in achieving the data collection, management, sharing and visualization objectives of the project. These could include the PRISM digital platform supported by the World Food Programme; other international partners (e.g. the Agence Française de Développement online rice marketing platform, the Food and Agriculture Organization of the United Nations (FAO)), for digital content, and should also take regard of the FAO Business Farm School Training Program; USAID, United Nations Volunteers and other volunteer sending organizations for volunteers that could be integrated in the project; others including civil society organizations and other service providers (Netherlands Development Organisation (SNV), Human Network International, Mango, mobile network operators, etc.).
- Advise Project Managers on the use of data management platforms for integrating data and information obtained from extension and other field activities and from feedback from LIGs, MIGs, and paddy selling groups as well as other actors including PSTs and DSTs involved in the TSSD-AF.
- Advise the Project Managers on the information and knowledge needs of TSSD-AF farmers, LIG and MIG members, etc., with a focus on multimedia digital resources and on how to meet these needs using ICT and related online resources and networks, partners, etc.
- Advise the Project Managers on the training and capacity development needs of the CMAWs and of the brokers in the 100 MIGs in order develop their capacity to take full advantage of the digital tools at their disposal, i.e., tablets and/or smartphones for the purpose of transferring knowledge and expertise to the LIGs, MIGs, and paddy selling groups.
- Deliver training to the CMAWs and of the brokers of the 100 MIGs to help them make beneficial use of ICT and of the data available as a result of establishing a data integration and visualization platform for the project.
- Cooperate closely with the NCDDS and MPTC and the project SSPs in the design and delivery of the training programs to strengthen technical capacity of the CMAWs and for the production of updated and relevant contents to support CMAWs' information/extension needs through the Commune Mobile Access Program.
- Assist in facilitating strong linkages between MAFF and the Commune Mobile Access Program to ensure that information on improved agricultural technologies is collected and documented and made available through the project website and through other digital content development activities.
- In cooperation with NCDDS, assist in promoting the activities of the CMAWs to ensure that they are enabled to deliver effective rural ICT services in response to community needs.
- Organize the work plan and budget for ICT support for the whole ICT team.
- Ensure each ICT team member has a clear work plan and deliverables.
- Assist the NCDDS and MAFF Project Directors and Project Managers in matters relating to planning and preparation of the annual work plan and budget of the ICT team, integrating the work plan and budget of the ICT team into the overall project work plan.
- Provide the Project Directors and the Project Managers of MAFF and NCCDS with quarterly and annual physical and financial progress reports of the whole ICT team, including information on progress made, issues outstanding and actions recommended.
- Undertake other tasks as requested by the Project Directors and the Project

Managers.

32. Minimum qualifications are:

- A relevant post-graduate university degree in agriculture or rural development and preferably seven years' experience in the use of ICT for development and especially mobile technologies in Cambodia. Knowledge about the use of digital and mobile technologies in agriculture in the ASEAN region is an asset.
- Strong leadership and interpersonal communication skills. Preferably five years' experience as a project team leader.
- Knowledge of the government's ongoing reforms of sub-national government and ICT in Cambodia, especially as it applies to rural development.
- Knowledge of government and ADB procedures, policies and financial rules and regulations and Government financial management and administrative procedures.
- Knowledge of trends in the use of mobile technologies for agricultural and rural development.
- Knowledge and experience in using ICT for empowering women, youth and small scale farmers.
- Knowledge of digital information systems, word processing, database, spreadsheets as well as cloud computing, geographic information systems (GIS), mobile applications, and the use of Open Data Toolkits.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

## **2. Subject Matter and Data Collection Specialist**

33. The Subject Matter and Data Collection Specialist will report the MAFF and NCDDDS Project Directors and the Project Managers through the Team Leader/Subject Matter and Data Collection. S/he will be based at the MAFF office and will provide support to MAFF, NCDDDS and MPTC on a regular basis. S/he will carry out the following tasks:

- Advise the Project Managers on the use of ICT for collecting data that is needed by the project. Work with the Team Leader/Subject Matter and Data Collection to develop a data acquisition plan. Review data collection technologies and best practices.
- Work closely with MAFF and the Agricultural Marketing Office in developing project plans and activities and especially in regards to acquiring and sharing market information (MAFF Agricultural Marketing Office).
- Work closely with the MAFF Rural ICT Coordination, Extension, Digital Services and Marketing Officer in delivering the data use, i.e., data acquisition and sharing, objectives of the TSSD-AF.
- Work closely with the MPTC in developing work and training plans for addressing the data needs of the project.
- Advise the Team Leader/Subject Matter and Data Collection and the Project Managers on the use of digital survey tools for data acquisition and analysis and for real time sharing and visualization of the data obtained. This includes advising Project Managers on what digital data acquisition tools are available and suitable in the project context and on how these can be best used.
- Advise the Project Managers on the digital and especially mobile technologies and

applications that are best suited to providing and collecting data and information as well as project performance feedback.

- Advise the Project Managers on ICT readiness in Cambodia that may be relevant to the data acquisition and sharing objectives of the TSSD-AF, and to the plans for using ICT for improved access to marketing data and eventually to the development of a MIG/commune level marketing.
- Advise the Project Managers on partners to collaborate with in achieving the data collection, management, sharing and visualization objectives of the project. These could include the PRISM by the World Food Programme; other international partners (e.g. the Agence Française de Développement online rice marketing platform, and FAO) for digital content and take regard of the FAO Business Farm School Training Program; USAID, United Nations Volunteers and other volunteer sending organizations for volunteers that could be integrated in the project; others including civil society organizations and other service providers (SNV, Human Network International, Mango, mobile network operators, etc.).
- Advise the Project Managers on the use of data management platforms for integrating data and information obtained from extension and other field activities and from feedback from LIGs, MIGs, and paddy selling groups as well as other actors including PSTs and DSTs involved in the TSSD-AF.
- Advise the Project Managers on data needs of TSSD-AF farmers, LIG and MIG members, etc. and on how to meet these needs using ICT and related online resources and networks, partners, etc.
- Deliver training to the CMAWs and of the brokers of the 100 MIGs to help them make beneficial use of the data available as a result of establishing a data integration and visualization platform for the project.
- Cooperate closely with MAFF, NCDDS, MPTC, other consultants and the SSPs engaged in the TSSD-AF in the design and delivery of the training programs to strengthen the capacity of the CMAWs and of the brokers in the 100 MIGs to use tablets and/or smartphones for undertaking surveys and for using questionnaires to collect and transmit data to the project data integration and visualization platform.
- Undertake other tasks as requested by the Team Leader/Subject Matter and Data Collection.

34. Minimum qualifications are:

- A relevant post-graduate university degree in agriculture or rural development and preferably five years' experience in data analytics and in using ICT and especially mobile technologies in Cambodia. Knowledge about the use of digital and mobile technologies in data analytics in the ASEAN region is an asset.
- Knowledge of the government's ongoing reforms of sub-national government and ICT in Cambodia, especially as it applies to rural development.
- Experience using Open Data Toolkits and associated applications.
- Knowledge of data sharing and management policies and rules of the Government of Cambodia
- Knowledge of government and ADB procedures, policies and data management rules and regulations.
- Knowledge of trends in the use of mobile technologies for agricultural and rural development.
- Knowledge and experience in using ICT for empowering women, youth and small

scale farmers.

- Knowledge of digital information systems, word processing, database, spreadsheets as well as cloud computing, geographic information systems, mobile applications, and the use of Open Data Toolkits and related applications.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

### **3. Content Development/Digital Multimedia Specialist**

35. The Content Development/Digital Multimedia Specialist will report to the MAFF and NCDDDS Project Directors and the Project Managers through the Team Leader/Subject Matter and Data Collection. S/he will be based at the Maff office and will provide support to NCDDDS and MPTC on a regular basis. S/he will carry out the following tasks:

- Work closely with the Team Leader/Subject Matter and Data Collection, advise the Project Managers on the use of ICT for accessing information on agricultural technologies and practices, for collecting, analyzing, managing and sharing data and information for this purpose and also on the use of ICT for marketing and for improving supply chain linkages, for project management, for monitoring and evaluation and eventually for buying and selling produce online.
- Work closely with MAFF and the Agricultural Marketing Office in developing project plans and activities and especially in regards to acquiring and sharing content related to market information and improving agricultural supply chain linkages (MAFF Agricultural Marketing Office).
- Work closely with the MAFF Rural ICT Coordination, Extension, Digital Services and Marketing Officer in delivering the ICT objectives of the TSSD-AF.
- Work closely with the MPTC in developing work plans for jointly addressing the ICT objectives set by the project.
- Advise the Project Managers about the needs of communes, CMAWs, LIGs, MIGs, and paddy selling groups for information about agricultural technologies and practices and for marketing information.
- Advise the Project Managers on the availability of digital content that will support the needs of the communes, LIGs, MIGs, and paddy selling groups in the TSSD-AF project area and on the best ways of sharing that content on an ongoing basis with LIGs, MIGs, and paddy selling groups, PSTs and DSTs, and gender focal points, etc. Conduct extensive online research and consultations with content providers including partner agencies such as the FAO, the World Food Programme, UNICEF, and others.
- Advise the Project Managers on the information and knowledge needs of TSSD-AF farmers, LIG and MIG members, etc., with a focus on multimedia digital resources and on how to meet these needs using ICT and related online resources and networks, partners, etc.
- Advise the Project Managers on the training and capacity development needs of the CMAWs and of the brokers in the 100 MIGs in order to develop their capacity and take full advantage of the digital tools at their disposal, i.e., tablets and/or smartphones for the purpose of transferring knowledge and expertise to the LIGs, MIGs and paddy selling groups.
- Cooperate closely with MAFF and NCDDDS, MPTC, other consultants and the SSPs in the design and delivery of the training programs to strengthen technical capacity of the CMAWs and for the production of updated and relevant digital

multimedia content to support CMAWs' information/extension needs through the Commune Mobile Access Program.

- Assist in facilitating strong linkages between MAFF and the Commune Mobile Access Program to ensure that information collected and/or produced on improved agricultural technologies is collected and documented and made available through the project website and through other digital content development activities.
- In cooperation with NCDDS assist in promoting the activities of the CMAWs to ensure that they can deliver effective rural ICT services in response to community needs.
- Undertake other tasks as requested by the Team Leader/Subject Matter and Data Collection.

36. Minimum qualifications are:

- A relevant post-graduate university degree in agriculture or rural development and preferably five years' experience in the use of ICT for development and especially mobile technologies in Cambodia. Knowledge about the use of digital and mobile technologies in agriculture and rural development in the ASEAN region is an asset.
- Knowledge of agricultural practices used in Cambodia in general and of the constraints to agricultural production.
- Strong knowledge of the nature and structure of digital content related to agriculture available on the internet.
- Expertise in multimedia production for rural and/or agricultural development, DRR, the empowerment of women and youth using tablets and smartphones.
- Expertise in digital multimedia productions, video editing, storyboarding, etc.
- Strong and demonstrated training skills.
- Knowledge of the government's ongoing reforms and ICT in Cambodia, especially as it applies to rural development.
- Knowledge of trends in the use of mobile technologies for agricultural and rural development.
- Knowledge and experience of the information needs of women, youth and small scale farmers.
- Knowledge of digital information systems, word processing, database, spreadsheets as well as cloud computing, geographic information systems, mobile applications, and the use of Open Data Toolkits.
- Knowledge of desktop computing systems including, office productivity software including word processing, database management system, the use of PowerPoint for presentations and project management software.
- Knowledge of the use and operation of smartphones for communication, social media interactions and web browsing.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

#### **4. Targeted Communications and Training Specialist**

37. The Targeted Communications and Training Specialist will report to the MAFF and NCDDS Project Directors and the Project Managers through the Team Leader/Subject Matter and Data Collection. S/he will be based at the MAFF office and will provide support to NCDDS and MPTC on a regular basis. S/he will carry out the following tasks:

- Advise the Project Managers on the training needs of the CMAWs and of the brokers in the 100 MIGs. Consult extensively with MAFF, NCDDDS, and MPTC to determine the training needs of the communes, LIGs, MIGs, and paddy selling groups in the project. In consultation with MAFF, NCDDDS, PSTs and DSTs, and others, travel regularly to communes to meet with project beneficiaries to better understand farmer technical and capacity building needs. Review past training activities and experience.
- Work closely with MAFF and the Agricultural Marketing Office, NCDDDS, PIC, and MPTC in developing training plans and activities for project beneficiaries.
- Work closely with the MAFF Rural ICT Coordination, Extension, Digital Services and Marketing Officer in delivering the ICT objectives of the TSSD-AF.
- Work closely with the MPTC in developing work plans for jointly addressing the ICT training objectives set by the project.
- Work closely with the Team Leader/Subject Matter and Data Collection, the Subject Matter and Data Collection Specialist, the Content Development/Digital Multimedia Specialist, and the Agribusiness and Digital Marketing Specialist to understand the training required for implementing their work programs.
- Based on the above, prepare a training program to meet the digital needs of the TSSD-AF.
- Advise MAFF and NCDDDS Project Directors and Project Managers on the digital and especially mobile technologies and applications that are best suited to providing and collecting data and information as well as project performance feedback. Assess training requirements and training materials available online.
- Advise MAFF and NCDDDS Project Directors and Project Managers on training for CMAWs and the broker equipped 100 MIGs that will help them learn about and apply the data collection, management, sharing and visualization objectives of the project. This could include developing and offering training on the Platforms for Real-Time Information Systems data integration and visualization platform and/or equivalent platform.
- Advise the MAFF and NCDDDS Project Directors and Project Managers on training CMAWs and the brokers in the 100 MIGs to use and produce multimedia digital resources. Develop training curricula for this purpose in consultation with MAFF, NCDDDS, PIC, and MPTC.
- Advise the MAFF and NCDDDS Project Directors and Project Managers on the training and capacity development needs of the CMAWs and of the brokers in the 100 MIGs in order to develop their capacity to take full advantage of the digital tools at their disposal, i.e., tablets and/or smartphones for the purpose of transferring knowledge and expertise to the LIGs, MIGs and paddy selling groups. Develop training curricula for this purpose in consultation with MAFF, NCDDDS, PIC, and MPTC.
- Provide advice to MAFF and NCDDDS Project Directors and Project Managers on training the CMAWs and the brokers in the 100 MIGs to use tablet and/or smartphone based survey instruments and applications. Develop training curricula for this purpose in consultation with MAFF, NCDDDS, PIC, and MPTC.
- In consultation with the MAFF, the MAFF Agricultural Marketing Office, NCDDDS, PIC, and MPTC, develop a curriculum on digital marketing for the brokers in the 100 MIGs. Contribute to the training of the brokers from the 100 MIGs based on this curriculum.
- Cooperate closely with MAFF, NCDDDS and MPTC, other consultants and SSPs engaged under TSSD-AF in the design and delivery of the training programs to

strengthen technical capacity of the CMAWs and for the production of updated and relevant contents to support CMAWs' information/extension needs through the Commune Mobile Access Program.

- Undertake other tasks as requested by the Team Leader/Subject Matter and Data Collection.

38. Minimum qualifications are:

- A relevant post-graduate university degree in computing/information of data sciences or in digital and data science education and experience in agriculture and/or rural development and preferably five years' experience on the use of ICT for development and especially mobile technologies in Cambodia. Knowledge about the use of digital and mobile technologies in agriculture and rural development in the ASEAN region is an asset.
- Demonstrated training skills, including training certificates.
- Knowledge of the Government of Cambodia's policies related to data use and online marketing and trading.
- Knowledge of ICT, online marketing and trading readiness in Cambodia in general, especially as it applies to rural development.
- Knowledge of trends in the use of mobile technologies for agricultural and rural development.
- Knowledge and experience in using ICT for empowering women, youth and small scale farmers.
- Knowledge of digital information systems, word processing, database, spreadsheets as well as cloud computing, geographic information systems (GIS), mobile applications, and the use of Open Data Toolkits.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

##### **5. Agribusiness and Digital Marketing Specialist**

39. The Agribusiness and Digital Marketing Specialist will report to the MAFF and NCDDDS Project Directors and the Project Managers through the Team Leader/Subject Matter and Data Collection. S/he will be based at the MAFF office and will provide support to NCDDDS and MPTC on a regular basis. S/he will carry out the following tasks:

- Advise the MAFF and NCDDDS Project Directors and Project Managers on digital marketing in the agriculture sector for improving supply chain linkages.
- Work closely with MAFF and the Agricultural Marketing Office in developing project plans and activities regarding the acquisition and sharing of market information (MAFF Agricultural Marketing Office) using mobile technologies. Look at opportunities for providing daily market data about the greatest number of markets of relevance to the TSSD-AF. Look at opportunities for using ICT for collecting and sharing farm gate and marketing data from the LIGs and MIGs.
- Work closely with the MAFF Rural ICT Coordination, Extension, Digital Services and Marketing Officer in delivering the ICT objectives of the TSSD-AF.
- Assess the market(s) for selling produce produced by MIGs and paddy selling groups. Consider urban markets especially. Assess the logistics, payments and other options for online marketing and sales of agricultural produce from rural areas into urban centers in Cambodia (Phnom Penh, Siem Reap, etc.).

- Meet with representatives of the 100 MIGs and of paddy selling groups to assess their readiness for online marketing and trading.
- Work with the MAFF, NCDDS and MPTC in developing work plans for jointly addressing the ICT objectives set by the project.
- Advise MAFF and NCDDS Project Directors and Project Managers on the use of digital survey tools for marketing data acquisition and analysis and for real time sharing and visualization of the marketing data obtained. This includes advising Project Managers on what marketing data acquisition tools are available and suitable in the project context and on how these can be best used.
- Advise MAFF and NCDDS Project Directors and Project Managers on the digital and especially mobile technologies and applications that are best suited to providing and collecting marketing data and information and information about supply chain linkages.
- Advise MAFF and NCDDS Project Directors and Project Managers on using ICT for improved access to marketing data and eventually to the development of a MIG/commune level marketing based on the PRISM platform or equivalent.
- Encourage the participation of as many of the 100 MIGs and paddy selling groups as possible in the online marketing and selling platform to allow for greater aggregation of supply.
- Develop online marketing presence platform for the participating MIGs and paddy selling groups.
- Assess existing platforms in Cambodia such as the online rice marketing platform (<http://paddycambodia.org/>) supported by the Agence Française de Développement as well as consumer and wholesale e-commerce platforms operating in Cambodia as possible partners or vehicles for aggregating production with a view to the possibility of marketing and selling MIG produce online.
- Advise the MAFF and NCDDS Project Directors and Project Managers on the training and capacity development needs of the CMAWs and of the brokers in the 100 MIGs in order develop their capacity to take full advantage of the digital tools at their disposal, i.e., mobile devices for the purpose of transferring knowledge and expertise to the LIGs, MIGs, and paddy selling groups.
- Cooperate closely with MAFF, NCDDS, MPTC, the consultants and the SSPs engaged in the TSSD-AF in the design and delivery of the training programs to strengthen technical capacity of the CMAWs and of the communes, LIGs, and MIGs to use marketing information.
- Undertake other tasks as requested by the Team Leader/Subject Matter and Data Collection.

40. Minimum qualifications are:

- A relevant post-graduate agribusiness/agricultural marketing degree and preferably five year's experience in agribusiness and digital trade and/or marketing with a focus on the use of digital and mobile technologies in Cambodia. Knowledge about the use of digital and mobile technologies in agribusiness and digital trade and/or marketing in the ASEAN region is an asset.
- Knowledge of the government's ongoing reforms of sub-national government and ICT in Cambodia, especially as it applies to rural development.
- Knowledge of government and ADB procedures, policies and financial rules and regulations and government financial management and administrative procedures especially with online payments and digital financial services (fintech) in general.

- Knowledge of online marketing and trading logistics, and fintech as well as trade agricultural commodities in Cambodia in particular.
- Knowledge of trends in the use of mobile technologies for agricultural and rural development.
- Knowledge and experience in using ICT for empowering women, youth and small scale farmers.
- Knowledge of digital information systems, word processing, database, spreadsheets as well as cloud computing, geographic information systems (GIS), mobile applications, and the use of Open Data Toolkits.
- Excellent English communication skills, written and spoken.
- Availability and willingness to undertake visits to the target communes.

**GENDER ACTION PLAN (GAP) MONITORING TABLE**

Date of update: XX

**Project Title:** Tonle Sap Poverty Reduction and Smallholder Development Project – Additional Financing**Country:** Cambodia**Project No.:** 41435-054**Type of Project (Loan/Grant/TA):** Loan XX**Approval and Timeline:** XX**Gender Category:** Effective Gender Mainstreaming (EGM)**Mission Leader:** XX**Project Impact:** Improved livelihoods and climate resilience in target communes in seven provinces in the Tonle Sap Basin**Project Outcome:** Agricultural productivity increased, climate and disaster resilience strengthened, and access to markets improved in 271 communes in seven provinces in the Tonle Sap Basin.

| <b>Gender Action Plan<br/>(GAP Activities, Indicators and<br/>Targets, Timeframe and<br/>Responsibility)</b>   | <b>Progress to date (as of _____)</b><br>(This should include information on period of actual implementation, sex-disaggregated quantitative updated (e.g. number of participating women, women beneficiaries of services, etc.), and qualitative information. However, some would be on-going - so explain what has happened so far towards meeting the target. | <b>Issues and Challenges</b><br>(Please include reasons why an activity was not fully implemented, or if targets fall short, or reasons for delay, etc., and provide recommendations on ways to address issues and challenges) |
|--|--|--|
| <b>Output 1:</b> Rural productive infrastructure and livelihood improved with capacity in disaster risk management enhanced.   |  |  |
| <ul style="list-style-type: none"> <li>Ensure women benefit from jobs created by the project related to infrastructure construction/rehabilitation as well as operation and maintenance. At least 25% of women employed as unskilled workers (reference: 25% in 2016)</li> </ul> | Achieved:<br>XXX women employed as unskilled workers in construction/rehabilitation (or % of women among unskilled workers employed)   |  |
| 2.   |  |  |
| 3.   |  |  |
| <b>Output 2:</b> Enabling environment for increased agricultural productivity, diversification and climate resilience created.   |  |  |
| 1.   |  |  |
| 2.   |  |  |
| <b>Output 3:</b> Project management strengthened.  |  |  |
|  |  |  |

Comments/ Remarks:

Accomplished by: \_\_\_\_\_

Date Accomplished: \_\_\_\_\_

### GOOD GOVERNANCE FRAMEWORK

In all instances, the ADB loan and grant agreements and IFAD financing agreement will be the overriding legal document. ADB's Procurement Guidelines, 2007, as amended from time to time ("Procurement Guidelines"), and ADB's Guidelines on the Use of Consultants by Asian Development Bank and its Borrowers, 2007, as amended from time to time ("Consulting Guidelines"), will be applied pursuant to the ADB loan and grant agreements and IFAD financing agreement as they may be modified by that Agreement. The Government's policies and procedures will be applicable to the extent there is no discrepancy with the ADB loan and grant agreements and IFAD financing agreement or ADB's Procurement Guidelines and Consulting Guidelines. In the event there is a discrepancy, then ADB loan and grant agreements and IFAD financing agreement, the Procurement Guidelines and the Consulting Guidelines will apply.

| No.                           | Risk/Issue                    | Action to Mitigate Risk   | Responsibility  | Target/Monitoring            | Status as of xx xx xx | Supporting Evidence |
|-------------------------------|-------------------------------|---|---|------------------------------|-----------------------|---------------------|
| <b>Element 1: Procurement</b> |                               |   |   |                              |                       |                     |
| 1.a                           | Risks of corruption and fraud | The executing agency (EA) and implementing agencies (IAs) to establish national- and provincial-level procurement committees under the Project, in accordance with the government's Standard Operating Procedure and Procurement Manual (SOP/PM), mandated and updated on 22 May 2012.          | EAs and IAs   | At effectiveness             |                       |                     |
| 1.b                           | Insufficient procedures       | The EAs, IAs and IPs are to adhere strictly to the procedures and guidelines set forth in the ADB loan and grant agreements and IFAD financing agreement, ADB's Procurement Guidelines and SOP/PM that also cover international competitive bidding, national competitive bidding and shopping. | EAs and IAs.<br>MEF to monitor for compliance with the ADB loan and grant agreements and IFAD financing agreement, ADB's Procurement Guidelines and the SOP/PM.<br><br>MEF/ADB. | Throughout Project duration. |                       |                     |

| No. | Risk/Issue  | Action to Mitigate Risk   | Responsibility                         | Target/<br>Monitoring        | Status as of xx xx<br>xx | Supporting Evidence |
|-----|---|---|--|------------------------------|--------------------------|---------------------|
| 1.c | Weak procurement capacity                                   | <p>The EA/IAs/IPs, CCs, and District and Provincial project implementation personnel will receive hands-on training and assistance from consultants recruited under the Project. The Government SOP/PM will be used under the Project.</p> <p>Project to closely monitor and review procurement conducts, and where necessary, take measures to improve procurement procedures based on lessons learnt from each successive procurement activity.</p> | <p>EAs and IAs</p> <p>EAs/MEF/ADB.</p> |                              |                          |                     |
| 1.d | Procurement Plans   | Preparation of realistic annual Procurement Plan as guided by the Procurement Guidelines, tied to annual work plan and budget.  | EAs/IAs, and MEF.                      | Annually thereafter in July. |                          |                     |
| 1.e | Informal payments by contractors, suppliers and consultants | All contractors, suppliers and consultants – firms or individuals, national and international – bidding for contracts under the Project shall sign the Declaration on Ethical Conduct and Fraud and Corruption in the SOP/PM. The Project will include the Declaration in all bidding documents, request for proposals, and contracts.  | EAs/IAs and MEF.                       | Throughout Project duration. |                          |                     |

| No.   | Risk/Issue                         | Action to Mitigate Risk  | Responsibility  | Target/<br>Monitoring  | Status as of xx xx<br>xx | Supporting Evidence |
|---|------------------------------------|--|---|--|--------------------------|---------------------|
| <b>Element 2: Financial Management (FM)</b> |                                    |  |   |  |                          |                     |
| 2.a   | Weak internal controls             | <p>Strengthen internal controls by ensuring that the Project uses SOP including procedures in the Financial Management Manual (FMM), which cover:</p> <ul style="list-style-type: none"> <li>• financial policies and standards;</li> <li>• elements of internal control;</li> <li>• financial accounting system, ledgers, journals;</li> <li>• bank accounts and credit/grant withdrawals;</li> <li>• Project expenditure, payroll, petty cash, advances; and</li> <li>• FM reports, audit, counterpart funds withdrawals.</li> </ul> | <p>EAs and IAs.</p> <p>MEF to monitor for compliance with SOP/FMM, as well as ADB loan and grant agreements and IFAD financing agreement and ADB's Anticorruption Policy.</p> | <p>Continue throughout Project duration.</p>   |                          |                     |
| 2.b   | Weak financial management capacity | <p>The EA/IAs and commune councils to receive hands-on training and technical assistance from consultants recruited under the Project. The Government FMM and SOP will be used under the Project as well as relevant provisions of the ADB loan and grant agreements and IFAD financing agreement and ADB's Procurement Guidelines and Consulting Guidelines.</p> <p>Project to closely monitor and review financial management conduct and make necessary</p>   | <p>EAs and IAs.</p> <p>EAs/MEF/ADB</p>  | <p>FMM/SOP training conducted no later than November 2018.</p> <p>Throughout Project duration.</p> |                          |                     |

| No.                                 | Risk/Issue   | Action to Mitigate Risk  | Responsibility  | Target/Monitoring   | Status as of xx xx xx | Supporting Evidence |
|-------------------------------------|--|--|---|---|-----------------------|---------------------|
|                                     |  | improvements as required.  |   |   |                       |                     |
| 2.c                                 | Minimize cash transactions   | Project to make all progress payments to contractors, suppliers and consultants – firms, individuals, national and international – by check or transfer to bank accounts, and retain evidence for audit and donor supervision missions.  | EAs/IAs, commune councils.  | Throughout Project duration.                                      |                       |                     |
| 2.d                                 | Inconsistency in allowances paid to Government staff attending training, workshop and other similar activities | Project will follow the standard daily subsistence and travel allowances (DSA) agreed by development partners on November 2014 and became effective 27 January 2015 for ADB-funded projects<br><br>Project to establish Annual Training and Workshop Plan with estimated budget. | EAs and IAs to incorporate into Annual Training and Workshop Plan.<br><br>Approved by Project Director with ADB no objection. | Throughout Project duration.<br><br>4 <sup>th</sup> QTR annually. |                       |                     |
| 2.e                                 | Delayed or non-existent reconciliation of advances for operating costs and expenses                            | Project to reconcile operating expenses to staff or field offices within one week of the end of each month.<br><br>No further advances to be paid until previous advance reconciled and cleared against documentary evidence.  | EAs/IAs directors.<br><br>EAs/IAs directors.  | Each month.<br><br>Throughout Project duration.                   |                       |                     |
| <b>Element 3: Public Disclosure</b> |  |  |   |   |                       |                     |
| 3.a                                 | Conflict of interest among Project staff   | Project staff to disclose private and public affiliations or personal interest before becoming involved in any Project-related transaction, such as  | Project Director to ensure all Project staff signs the disclosures.   | Throughout Project duration.                                      |                       |                     |

| No.   | Risk/Issue   | Action to Mitigate Risk  | Responsibility                               | Target/Monitoring  | Status as of xx xx xx | Supporting Evidence |
|---|--|--|--|--|-----------------------|---------------------|
|   |  | contract award. EA to prepare a declaration statement for staff's signature.   |  |  |                       |                     |
| 3.b   | Inadequate transparency and disclosure                     | Project to agree information to be disclosed on Project and/or EA/IA websites, with hard copies available for public inspection on request. At a minimum, the Project will disclose the information required by the ADB loan and grant agreements and IFAD financing agreement.                  | EAs. Project Director to arrange disclosure. | Throughout Project duration<br><br>Updated regularly when documents and information are available. |                       |                     |
| <b>Element 4: Complaints and Remedies Mechanism</b> |  |  |  |  |                       |                     |
| 4.a   | Inadequate complaints and remedies mechanism               | Project to build well-defined mechanism into Project documents, including sub-procedures specific to particular subproject, if necessary.<br><br>Complaints procedures regarding procurement to follow process set out in ADB loan and grant agreements and IFAD financing agreement and SOP/PM. | EAs in consultation with ADB.<br><br>EAs     | At effectiveness<br><br>Throughout Project duration  |                       |                     |
| <b>Element 5: Code of Ethical Conduct</b>           |  |  |  |  |                       |                     |
| 5.a   | Poor enforcement of the Code of Conduct for civil servants | Project to provide copies of a code of ethical conduct to all Project staff, including contracted staff. Project will maintain signed declaration of receipt of these documents by all Project staff, including contracted staff.  | EAs  | At effectiveness   |                       |                     |
| <b>Element 6: Sanctions</b>                         |  |  |  |  |                       |                     |

| No.                                      | Risk/Issue  | Action to Mitigate Risk   | Responsibility                                  | Target/<br>Monitoring        | Status as of xx xx<br>xx | Supporting Evidence |
|--|---|---|---|------------------------------|--------------------------|---------------------|
| 6.a                                      | Inadequate sanctions for fraudulent and corrupt activity by Project staff, contractors, suppliers and consultants | Project to identify and apply sanctions available under current law and regulations of Cambodia, ADB loan and grant agreements and IFAD financing agreement, and ADB's Procurement Guidelines and Consulting Guidelines. Sanctions for individuals may include transfer of duties, retraining, suspension, dismissal, re-grading, and prosecution under Cambodian Law. Sanctions for firms may include: termination of contract, debarment or blacklisting under ADB's Procurement Guidelines and Consulting Guidelines or prosecution under Cambodian Law. | EAs   | Throughout Project duration  |                          |                     |
| <b>Element 7: Project Specific Risks</b> |   |   |   |                              |                          |                     |
| 7.a                                      | Poor coordination among Project agriculture staff and working group at provincial and district level.             | EAs playing roles as national project management shall issue letter of instruction or guidance to inform chief of provincial/district working group to convene regular coordination meeting with clear agenda to review work progress, challenges to be addressed, coordination issues, work plan, report consolidation and other Project related issues.   | EAs and Respective Provincial Deputy Governors. | Throughout Project duration. |                          |                     |
| 7.b                                      | Low capacity on financial management and technical  |   | EAs/IAs and MEF in consultation with ADB        | At effectiveness             |                          |                     |

| No.                                 | Risk/Issue  | Action to Mitigate Risk   | Responsibility | Target/<br>Monitoring  | Status as of xx xx<br>xx | Supporting Evidence |
|-------------------------------------|---|---|----------------|--|--------------------------|---------------------|
|                                     | support at district and commune level.  | Local Government Financial System Advisors (LGFSAs) recruited under EA/NCDDS shall provide a formal training, hands-on trainings, and on the job trainings with series of follow-up to finance staff in new communes and districts.   |                |  |                          |                     |
| <b>Element 8: Quality Assurance</b> |   |   |                |  |                          |                     |
| 8.a                                 | Poor enforcement of contract terms and need to conduct contractors performance evaluation | EAs to ensure that contract terms are strictly enforced and the loan consultant will be a party to ensuring quality control of contract output, include acceptance of completion of works and services.   | EAs and IAs    | Throughout Project duration  |                          |                     |
| 8.b                                 | Poor quality of design and works construction   | EAs and IAs to ensure that approved infrastructure's design standards and specification developed by the respective agencies are utilized for the design of structures under the project.<br><br>Project to recruit experienced detailed design consultant on a timely basis to assist the project. | EA and IAs     | Throughout Project duration<br><br>Contract signed immediately after effectiveness |                          |                     |
| 8.c                                 | Risk of low quality construction and supervision  | Project to recruit experienced site supervision consultants to assist EAs/IAs.  | EA and IAs     | Prior to award of first works contract.  |                          |                     |

| No. | Risk/Issue | Action to Mitigate Risk   | Responsibility | Target/<br>Monitoring               | Status as of xx xx<br>xx | Supporting Evidence |
|-----|------------|---|----------------|-------------------------------------|--------------------------|---------------------|
|     |            | <p>Regular technical audit is to be undertaken with any adverse findings to be acted upon immediately.</p> <p>Project to evaluate contractors' performance with poor performing contractors declared ineligible to bid for at least one year.</p> |                | <p>Throughout Project duration.</p> |                          |                     |