



Ministry of Rural Development, Project Management Unit (MRD - PMU)
Ministry of Economy and Finance, Project Implementation Unit (MEF - PIU)

**SUSTAINABLE ASSETS FOR AGRICULTURE MARKETS, BUSINESS AND TRADE
(SAAMBAT)**

Project Implementation Manual (PIM)

VERSION: Revised DRAFT as of June 10th, 2020

Contents

LIST OF ABBREVIATIONS	6
1 Introduction	8
2 SAAMBAT at a Glance	9
3 Project Purpose and Results	10
3.1 Project Development Objective	10
3.2 Programme Approach	10
3.2.1 How Does the Programme Approach Work?	13
3.2.2 Local Coordination	13
3.2.3 Measurement of Results	14
3.2.4 Programme Development	14
3.3 Partner Projects	14
3.4 Outcomes	16
3.5 Results Based Management	16
3.6 Components, Sub-Components and Outputs	16
4 Outputs and Investment Costs by Sub-Component	18
4.1 Output 1.1: Rural Roads	18
4.2 Output 1.2: Other Value Chain Infrastructure	19
4.3 Other Investment Expenditures	21
4.4 Investment Screening Criteria	21
4.5 Sub-Component 2.1: Skills for Rural Youth	24
4.6 Sub-Component 2.2: Technology and Enterprise for Rural Youth	26
4.7 Sub-Component 2.3: Strategic Studies, Policy Research and Programme Development	30
4.7.1 Strategic Studies'	30
4.7.2 Policy Research Studies	31
4.7.3 Programme Development	32
5 Roles and Responsibilities	33
5.1 Program Steering Committee (PSC)	33
5.2 Ministry of Economy and Finance (as representative of GC)	34
5.3 Project Executing Agency: Ministry of Rural Development	34
5.4 Project Management Unit (PMU)	35
5.5 Ministry of Economy and Finance – Project Implementation Unit	36
5.6 Skill Development Unit (SDU)	37
5.7 Techo Startup Center	38
5.8 Provincial Departments of Rural Development (PDRD)	38
5.9 SAAMBAT Facilitation Team	39

5.10	Service Providers	39
6	Project Planning	40
6.1	Selection of Target Areas	40
6.2	Multi-Stakeholder Platform Meeting	43
6.2.1	What is the Multi-Stakeholder Platform?	43
6.2.2	Multi-Stakeholder Platform in SAAMBAT	44
6.2.3	Multi-Stakeholder Platform Planning Process	44
6.2.4	MSP Planning Meeting (Step 3)	45
6.3	Target Beneficiaries	46
6.4	AWPB Preparation	47
7	Social and Environmental Safeguards and Climate Change Adaptation	48
7.1	Environmental and Social Safeguards Principles	48
7.2	Managing Environment and Social Risks	50
7.2.1	Framework for Risk Management	50
7.2.2	Environmental and Social Management Framework (ESMF).....	50
7.2.3	Environmental, Social and Climate Risk Assessment (ESCRA).....	51
7.2.4	Sub-Project Screening	52
7.2.5	Land Users Rights, Voluntary Land Contributions and Resettlement Plans 52	
7.2.6	Protecting the Rights of Ethnic Minority Groups.....	53
7.2.7	Environmental and Social Safeguards in Contract Management.....	53
7.2.8	EIB Requirements on financed sub-projects	53
7.3	Climate Change Adaptation Principles	54
7.3.1	Climate Vulnerability Assessment	54
7.3.2	Climate Proofed Design	54
7.4	Mainstreaming Climate Change Adaptation in Component 2	55
7.5	Costs of Environmental and Social Safeguards and Climate Change Adaptation	55
8	Road Safety	56
8.1	Road Safety Principles	56
8.2	Road Safety Impact Assessment	56
8.3	Road Safety Audits	56
9	Gender Action Plan	58
10	Stakeholder Engagement and Transparency	59
10.1	Participatory Methods	59
10.2	Publishing Project Information on the Website	60
10.3	Procedure for Handling Issues and Complaints	60

11	Monitoring, Evaluation and Knowledge Management (M&E and KM)	61
11.1	Basis of SAAMBAT M&E System	61
11.2	Program M&E.....	61
11.3	Purpose of M&E and Knowledge Management	62
11.4	Project Monitoring Data	62
11.5	Data Collection Tools	62
11.5.1	Reporting by Service Providers.....	63
11.5.2	Annual Outcome Survey.....	64
11.6	Major Impact Survey	64
11.6.1	Purpose and Indicators.....	64
11.6.2	Sampling Strategy	65
11.6.3	Survey Instrument.....	65
11.6.4	Analysis.....	65
11.6.5	Special Studies	65
11.7	Reporting and Knowledge Management.....	66
11.8	Project Website	66
11.9	Project Dashboard	66
11.10	Geographic Information System (GIS).....	66
11.11	Six-Month and Annual Reports.....	66
11.12	Post-Completion Report.....	67
11.13	Value for Money Analysis.....	68
11.14	Updated Project Logframe	68
11.15	Updated COSOP Results Framework.....	68
11.16	Knowledge Products	69
11.17	M&E Roles and Responsibilities	69
11.17.1	PMU	69
11.17.2	PDRD and SAAMBAT Facilitators	70
11.17.3	MEF-PIU.....	70
11.18	M&E Work-Plan	70
12	Financial Management and Flow of Funds	71
12.1	Project Designated Accounts.....	71
12.2	EIB Loan Disbursement Procedures.....	72
12.3	Financial Management Procedures	74
12.4	Accounting Software	74
12.5	Audit.....	74
13	Procurement	74
13.1	Procurement Procedures and Roles	74

13.2 Procurement Planning	75
14 Administration	75
14.1 Status of Staff Working on SAAMBAT activities	75
14.2 Payments to Staff	76
14.3 Management of Programme Assets, Ownership, Inventory and Allocation	76
15 EIB Sub-Project Allocation Procedure	77
ANNEX 1: PROJECT LOGFRAME	1
ANNEX 2: ADVISER TERMS OF REFERENCE.....	1
ANNEX 3: SPECIAL SERVICE PROVIDER TERMS OF REFERENCE	22
ANNEX 4: FRAMEWORK FOR POLICY STUDIES.....	57
ANNEX 5: DRAFT AGENDA FOR PROGRAMME STEERING COMMITTEE MEETING	60
ANNEX 6: Environmental, Social and Climate Risk Screening Checklists	0
ANNEX 7: Environmental and Social Management Framework.....	0
ANNEX 8: TEMPLATES FOR EIB FUND ALLOCATION	1
ANNEX 9: TEMPLATE FOR SIX-MONTH AND ANNUAL REPORTS	0

LIST OF ABBREVIATIONS

Abbreviation	Description
AADT	Annual Average Daily Traffic
AFD	Agence Francaise de Developpment
AIMS	Accelerating Inclusive Markets for Smallholders Project
ASPIRE	Program for Agriculture Services for Innovation, Resilience and Extension
COSOP	Country Strategic Opportunities Programme
EDF	Enterprise Development Fund
EGEP	Ethnic Group Engagement Plan
EIB	European Investment Bank
ESHS	Environment, Social, Health and Safety
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Safeguards / Environmental and Social Standards
GDE	General Department of Energy of the MME
GDP	General Department of Policy of the MEF
GDICDM	General Department of International Cooperation and Debt Management of the MEF
GIS	Geographic Information System
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
IOE	Independent Office of Evaluation
KfW	German development bank
M&E	Monitoring and Evaluation
MEF	Ministry of Economy and Finance
MFI	Micro-Finance Institution
MIS	Management Information System
MME	Ministry of Mines and Energy
MoWA	Ministry of Women's Affairs
MRD	Ministry of Rural Development
MSP	Multi-Stakeholder Platform
MTR	Mid-Term Review

PAP	Project Affected People
PDO	Project Development Objective
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PSC	Program Steering Committee
PMU	Project Management Unit
PY	Project Year
RET	Renewable Energy Technology
RGC	Royal Government of Cambodia
RIMS	Results and Impacts Monitoring System
RP	Resettlement Plan
RPF	Resettlement Policy Framework
RSA	Road Safety Audit
RSIA	Road Safety Impact Assessment
SAAMBAT	Sustainable Assets for Agriculture Markets, Business and Trade Project
SDF	Skills Development Fund
SOP	Standard Operating Procedures (for Externally Financed Projects/Programs in Cambodia)
SP	Service Provider (i.e. TA consulting firm)
S-RET	Scaling Up Renewable Energy Technology
TSSD	Tone Sap Smallholder Development Project
UNCT	United Nations Country Team
USAID	United States Agency for International Development
VFM	Value For Money

1 Introduction

 This section of the PIM;

- Describes the purpose of the PIM and who will use it;
- Explains that the PIM sets out principles but cannot define all detailed procedures needed for project implementation;
- Explains that the PIM is a living document that will be updated when necessary;
- Defines the relationship of the PIM to RGC's Standard Procedures and to IFAD and EIB rules and procedures.

This Project Implementation Manual (PIM) guides implementation of the Sustainable Assets for Agriculture Markets, Business and Trade project (SAAMBAT). The PIM is intended primarily for use by Project Management, the Project Implementation Unit and implementing agencies.

The purpose of the PIM is to assist Project Management to achieve the Project Development Objective and Project Outcomes defined in the Project Design Report and the Project Financing Agreement. The PIM reflects agreements between IFAD, the European Investment Bank (EIB) and Royal Government of Cambodia (RGC) on how project funds will be used. The PIM provides guidance on:

- Project implementation structure, including roles and responsibilities;
- Project planning;
- Eligible uses of project funds;
- Rules that apply to project implementation, including sub-project selection and prioritisation, environmental and social safeguards (ESS), project administration, financial management, procurement; and monitoring and evaluation (M&E) and reporting.

The PIM presents important principles and guidelines for implementing project activities. The PIM cannot provide every detail. Detailed procedures will be developed as needed by the project implementation team and consultants during the start-up phase of implementation. The PIM itself is a living document that can be changed through agreement between the Project Director and IFAD.

The framework for implementation of SAAMBAT is RGC's Sub-Decree on Promulgating the Updated Standard Operating Procedures on Project Management, Standard Operating Procedures on Financial Management, Standard Operating Procedures on Procurement for Implementing All Externally Financed Projects / Programs, in Cambodia, Updated Version December 2019, and its subsequent amendments.

Under the agreement between IFAD and RGC, in any case where IFAD rules and procedures are different from RGC rules and procedures, IFAD rules will take precedence. For all sub-projects and activities financed by EIB the rules and procedures of EIB shall apply, in particular the EIB Environmental and Social Standards¹ and EIB Guide to Procurement².

This PIM does not repeat details of procedures that are described in the Standard Procedures manuals. The PIM indicates which Standard Procedures apply to implementation of SAAMBAT, and any cases where procedures for SAAMBAT are different from Standard Procedures.

¹ <https://www.eib.org/en/publications/environmental-and-social-standards>

² <https://www.eib.org/en/publications/guide-to-procurement>

2 SAAMBAT at a Glance

Project Name	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)	
<i>Executing Agency (EA)</i>	Ministry of Rural Development (MRD)	
<i>Implementing Agencies (IA)</i>	MRD-Project Management Unit (MRD - PMU), Ministry of Economy and Finance, Project Implementation Unit (MEF - PIU), Techo Startup Center (TSC), Centre for Policy Studies (CPS)	
<i>Start Date</i>	01/01/2020	
<i>End Date</i>	31/12/2025	
<i>Project Cost</i>	USD 65.2million + <u>EUR</u> 51.5 million + up to EUR 15 million to be determined (TBD)	
<i>Project Financing</i>	IFAD loan USD 53.2 million, IFAD Grant USD 1.2 million, EIB sovereign loan up to EUR 51.5 million, European Union Grant from the Asia Investment Facility (up to EUR 15 million - TBD), RGC USD 10.8 million	
<i>Sectors</i>	Agriculture, Rural Economic Development	
<i>Themes</i>	Rural infrastructure, Skills Development, SME Development, Digital Technology	
<i>Target Area</i>	National Program: can support activities in any Province of Cambodia	
<i>Targeting Strategy</i>	50 “Economic Poles” selected to enable integration with ASPIRE and AIMS in a program approach	
<i>GOAL</i>	Reduce Poverty and Enhance Food Security	
<i>Development Objective</i>	Sustainably increase productivity of youth, enterprises and the rural economy	
Components, Outcomes and Key Results		
Component	Name / Agency	Key Results
<i>Component 1</i>	Value Chain Infrastructure	160,000 households report improved access to markets and economic and social services
<i>Outcome</i>	Poor rural people’s benefits from market participation increased	
<i>Output 1.1</i>	Rural roads (MRD)	650 km paved roads, 150km laterite roads
<i>Output 1.2</i>	Other value chain infrastructure (MRD)	50 rural market areas improved, 25 value chain logistics facilities
<i>Component 2</i>	Skills, Technology and Enterprise	

<i>Outcome</i>	Poor rural people's productive capacities increased (MEF)	4,500 rural youth in improved employment, 85% of supported rural enterprises reporting increased profits
<i>Sub-Comp. 2.1</i>	Skills for Rural Youth (MEF)	6,840 rural youth trained
<i>Sub-Comp. 2.2</i>	Technology and Enterprise (MEF/TSC)	25,000 users of digital technology in rural value chains
<i>Sub-Comp. 2.3</i>	Policy Research and Strategic Studies (MEF/CPS)	Feasibility study of regional wholesale markets for safe vegetables 5 policy-related knowledge products
Contact Details	Mr. Touch Siphath, Project Manager, SAAMBAT Project Management Unit, Ministry of Rural Development	touch.siphath@gmail.com 099 55 77 67

3 Project Purpose and Results

 This section of the PIM:

- Explains the program approach, in which SAAMBAT will work by cooperation with IFAD country projects EIB and EU stakeholders and other projects to achieve its results;
- Defines the key results that SAAMBAT will achieve;
- Emphasises that the key task of Project Management is to ensure that project results are achieved (Results Based Management).

3.1 Project Development Objective

The Project Development Objective (PDO) of SAAMBAT is “Productivity of youth, enterprises and the rural economy increased.” The term “productivity” is explained in the box.

PRODUCTIVITY means the amount of value created by an economic activity for each unit of input. For example, labour productivity means value created for each day of labour. Productivity of land means value created for each hectare of land.

Productivity can go up even when production goes down. For example, one year a farmer uses 2ha of land to produce 5 tonnes of rice. His profit from rice growing is 2 million riels (2MR). The next year, the farmer grows rice on 1 ha, and cassava on 1 ha. He produces 3 tonnes of rice and makes a profit of 1.5MR from rice growing. Rice production is reduced, but productivity of land used for growing rice has increased from 1MR / ha to 1.5 MR / ha.

3.2 Programme Approach

SAAMBAT is only one of many projects in Cambodia that are designed to contribute to improved rural productivity and development of rural enterprises. Also, there are many different challenges to overcome to achieve this objective. SAAMBAT alone cannot overcome all these challenges. Therefore, SAAMBAT is designed to work with other projects to achieve the Goal (reduced poverty and increased food security). This is called a “Program Approach.”

Smallholder farmers and poor rural people face many different types of problem. Solving just one problem is not enough for them to achieve improved and more resilient livelihoods. For example, SAAMBAT can solve the problem of bad road conditions, but farmers still face challenges such as lack of credit or lack of technical skills. So the impact of the road investments may be small.

In a programme approach, different project activities, including those under the responsibility of different Ministries such as MRD, MAFF, MoC, MoWRAM or Ministry of Women’s Affairs, are planned and implemented together to solve different problems at the same time.

The programme approach also allows more efficient use of resources because some costs can be shared between projects – for example, technical advisers with different skill in each project can support each other, meetings, trainings and workshops can be organised together, etc.

Key features of the Program Approach include:

- Shared procedures for setting strategic direction (through a Program Steering Committee) and for local planning (through Multi-Stakeholder Platforms);
- Sharing key indicators and method of measurement at Outcome and PDO level;
- In areas where SAAMBAT and a partner project work together, SAAMBAT activities should be different from, and complementary to, the activities of the partner project;
- Where SAAMBAT supports an activity that is the same as an activity of a partner project, it should be in a different target area.

SAAMBAT is designed to cooperate most closely with AIMS and ASPIRE. SAAMBAT will work in target areas (Economic Poles) where AIMS and ASPIRE are active. It will use a joint planning system (the Multi-Stakeholder Platform (MSP)). SAAMBAT will work with farmers and other value chain actors who are organised in business clusters by AIMS and ASPIRE.

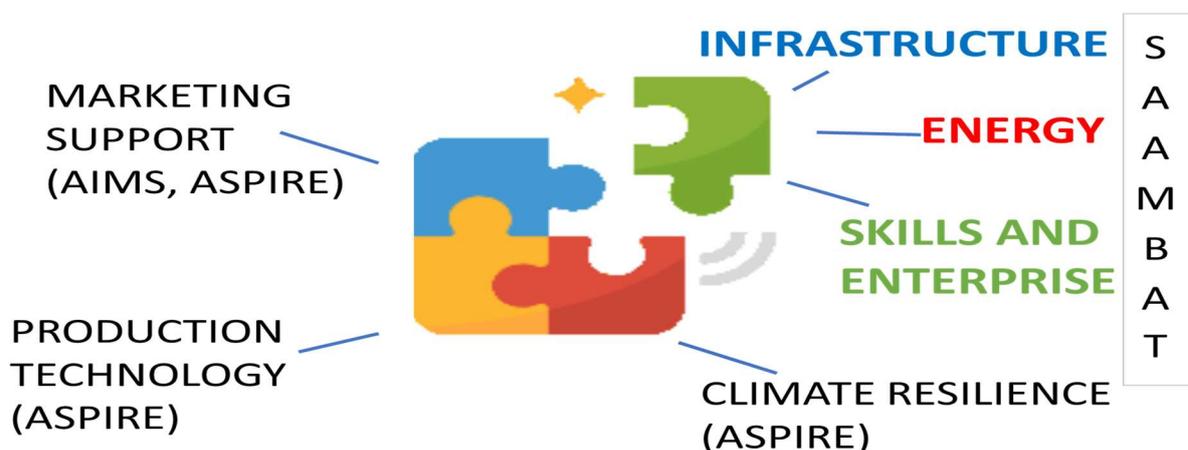


Figure 1: SAAMBAT works with ASPIRE and AIMS in a program approach

However, the programme approach does not just mean cooperation with AIMS and ASPIRE. It means:

- Coordination of the different activities of SAAMBAT (infrastructure, water and energy, skills training, digital technology);
- Coordination with AIMS and ASPIRE;
- Coordination with the whole IFAD country programme, including TSSD project and grant-funded activities;

- Coordination with projects of other development partners supporting agriculture value chains;
- Coordination with other development partners working on themes such as infrastructure, skills development, digital technology etc; including activities outside the agriculture sector.

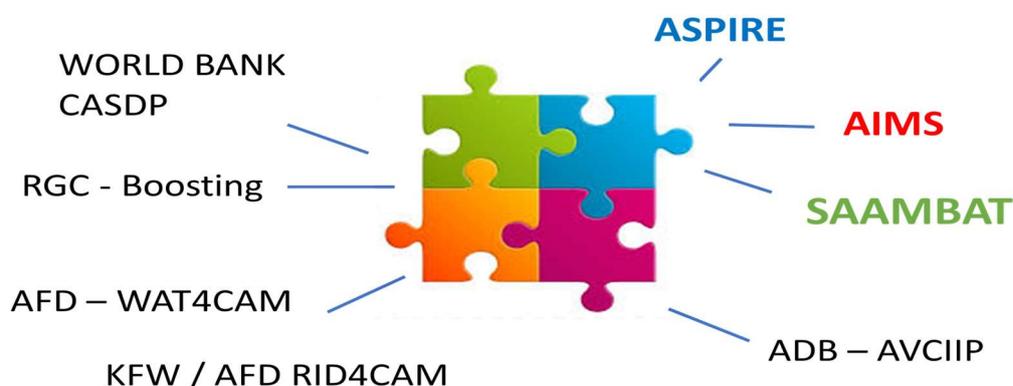


Figure 2: The program approach integrates the IFAD Country Program with projects financed by other partners

SAAMBAT is designed to work in a programme approach, but it is also designed to help the whole IFAD Country Programme to work together in a more coordinated way. The long-term vision is for a Programme Based Approach (PBA) for the whole country programme. A Programme Based Approach is a way of coordinating the efforts of Government and different development partners to achieve a joint purpose. A PBA is led by Government and aligned with Government policy. The key requirements of a PBA are shown in the table.

Key Requirements for a Programme Based Approach	
A Shared Vision	Where the Programme is going
A theory of change	How it plans to get there
Government Leadership and Policy Direction	Ensures alignment with long-term government thinking (specific policy may evolve as part of the programme process)
Results Framework	Defines the set of interventions that partners can contribute to, and an agreed means of measuring progress
Resources Framework	Can be loosely or tightly defined, but seeks to ensure that resources are deployed in an efficient and complementary manner
Knowledge Management	Key to closing the loop between policy, research, monitoring and implementation
Partnership and Dialogue	Partnership between donor partners and with Government based on mutual accountability
Institutional Arrangements	Need not be joint arrangements but should be clear and agreed. Common systems reduce transaction costs and administrative burden on government

Capacity Development Component	Essential to achieve the long term institutional development goals of the programme and ensure sustainability
--------------------------------	---

3.2.1 How Does the Programme Approach Work?

The programme approach in SAAMBAT works through coordination at national level and at local level.

At national level, the programme strategy is set by a Programme Steering Committee (PSC). There will be one PSC for SAAMBAT, ASPIRE and AIMS. Other partner projects may be included in the future. The PSC will not get involved in the detail of how each project delivers its results. The PSC role will be to set strategic direction and to approve strategic targets.

The PSC will meet only one or two times per year at a high level. The PSC will have a small Secretariat in MEF to monitor and coordinate programme activities.

SAAMBAT, ASPIRE and AIMS will coordinate regularly on a technical level. This mechanism could become a formal “programme technical committee” or just a system of good cooperation and meetings organised on specific topics when they are needed.

SAAMBAT, ASPIRE and AIMS will coordinate preparation of their AWPBs. This will be mainly a matter of sharing information and agreeing on priority target areas, value chains etc.

Programme coordination at national level also occurs through other types of dialogue, including the Technical Working Group on Agriculture and Water (TWG-AW); other relevant TWG, and direct discussion and cooperation between development partners. IFAD has signed MOU for cooperation with USAID and with EIB and may make more agreements of the same kind in the future.

3.2.2 Local Coordination

Local coordination will take place at Provincial level (or Regional Hub Office – RHO for AIMS), at the level of the Economic Poles supported by SAAMBAT and at the level of Business Clusters supported by AIMS and ASPIRE.

At Provincial level, SAAMBAT, AIMS and ASPIRE will conduct stakeholder meetings (with participation from stakeholders such as farmer organisations and the private sector) and joint technical meetings. Stakeholder meetings should be chaired by the Governor or a Deputy Governor and it will be helpful if one Deputy Governor takes this role consistently. Joint technical meetings can be informal and held at the technical departments (PDRD, PDAFF or PDoC).

Provincial level coordination should ensure:

- Proposed selection of the SAAMBAT Economic Poles (EP) through stakeholder meetings;
- Organisation of the Multi-Stakeholder Platform process in the EP;
- Coordination of planned activities through the AWPB of each project;
- Smooth coordination in implementation of the AWPB.

At the EP level, the main coordination mechanism is the MSP. The MSP is described in more detail in Chapter 6.

At local level, SAAMBAT will work directly with business clusters, Agriculture Cooperatives (AC) and other groups supported by AIMS and ASPIRE. SAAMBAT does not have staff or resources to form beneficiary groups so cooperation with the other projects will be essential.

3.2.3 Measurement of Results

Measurement of results (M&E) is an important part of the programme approach. Programme M&E can include:

- Using shared systems. In particular, the SAAMBAT MIS system should be able to share information with the MIS or AIMS and ASPIRE;
- Sharing indicators, and measuring indicators in the same way;
- Sharing resources, for example conducting a joint Annual Outcome Survey.

Because SAAMBAT, AIMS and ASPIRE will work in the same target areas and with the same business clusters and other groups, some beneficiaries of SAAMBAT will also be beneficiaries of AIMS and / or ASPIRE. This is not a problem – it is how the programme approach is supposed to work – but it will be very important to measure carefully how many people benefit from more than one project. For example, if ASPIRE reports 100,000 beneficiaries, and SAAMBAT reports 100,000 beneficiaries, but there were 50,000 people who benefited from both projects, the final programme result is 150,000 beneficiaries not 200,000.

3.2.4 Programme Development

SAAMBAT supports activities to strengthen the programme approach and move towards a full PBA. Most of these activities are supported through Sub-Component 2.3 (Policy, Strategic Studies, Policy Research and Programme Development). Centre for Policy Studies (CPS) will work with the PSC Secretariat to plan and implement these activities, which include:

- Support to integration of the project results frameworks in an integrated results framework, establishment and implementation of a programme M&E system and capacity development for strategic planning and M&E;
- Building capacity of key stakeholders through coordinating meetings, workshops and seminars with project management teams, government, partners and other stakeholders;
- Strengthening the RGC's ownership of programme and project design, implementation, monitoring and evaluation (RIMS) activities and support to supervision;
- Enabling engagement of stakeholders including farmer organisations and the private sector in planning and M&E of the country programme; and
- Strategic partnership building and resource mobilisation.

3.3 Partner Projects

In SAAMBAT, the programme approach and partnership arrangements are open: everybody is invited to join.

This section lists and briefly describes some of the more important partners.

Ongoing projects and activities within the IFAD Country Programme are listed in the table below.

Name and implementing agency	Full name	Brief description of activities	End Date
ASPIRE (MAFF)	Agriculture Services Programme for Innovation, Resilience and Extension	Extension services for smallholder production and marketing, through the Programme Budget of PDAFF Climate Resilient Infrastructure, through NCDD-S and the Commune Councils	2021

AIMS (MoC)	Accelerated Inclusive Markets for Smallholders	Support to marketing, business development and credit in selected value chains, implemented through business clusters and multi-stakeholder platforms	2022
S-RET (MAFF)	Scaling Up Renewable Energy Technology	Support to development, testing and roll-out of renewable energy technologies for smallholder value chains. Integrated with ASPIRE	2020
ISVC (MAFF)	ICT Services for Smallholder Value Chains in Cambodia ISVC (Korean Grant)	Sub-Grant to Bronx Technology Ltd to develop and roll out digital applications: Direct Dial Extension and Virtual Market Platform. To be aligned with KAS	2021
TSSD (MAFF and NCDD-S)	Tonle Sap Smallholder Development Project (co-financed with ADB)	Support to livelihood improvement groups, agriculture value chain activities and rural infrastructure	2022

Other Projects supporting smallholder agriculture value chains include:

Project	Main Funding	Description	Project Dates
Boosting Project	RGC	Support to production, particularly for safe vegetables	
Water for Cambodia (WAT4CAM)	AFD	Support to irrigation development, mainly focused on rice	
Rural Infrastructure Development for Cambodia (RID4CAM)	AFD/KfW	Rural roads and other types of rural infrastructure.	
Cambodia Agriculture Sector Development Project (CASDP)	World Bank	Value chain development and rural infrastructure, including rural roads	
Agriculture Value Chain Infrastructure Improvement Project (AVCIIP)	ADB	Infrastructure for agriculture value chains, including rural roads	
HARVEST	USAID	Vegetable and aquaculture value chains	

Other development partners that have expressed an interest in cooperating with SAAMBAT include those in the following table.

Agency	Potential areas of cooperation
FAO	May mobilise resources for technical assistance in areas including digital technology and agriculture product quality assurance

World Food Programme	May cooperate with SAAMBAT for food security and nutrition
ILO	Technical expertise on skills development
UNICEF	Nutrition, water and sanitation. Possibilities for cooperation to be explored
Swiss Development Cooperation	Co-chair of Technical Working Group on skills development. Implements a strong Skills Development Project through Swisscontact. May design new phase to partner with SAAMBAT

3.4 Outcomes

Within the program approach, SAAMBAT will deliver two key Outcomes:

- Outcome 1: Poor Rural People's benefits from market participation increased;
- Outcome 2: Poor Rural People's Productive Capacities Increased.

The Outcomes make clear that the purpose of SAAMBAT is to benefit poor rural people. "Poor rural people" means smallholder farmers and landless people whose livelihood is mainly from paid labour. "Poor rural people" must be understood to include people who have low incomes or are vulnerable to climate change and economic shocks, not only people who have ID-Poor cards. Some people who are not poor will benefit from SAAMBAT. For example, SAAMBAT may help a business owner (who is not poor) to expand his or her business. The expanded business employs more workers, who come from poor households. So, in this way SAAMBAT benefits the poor even though the direct beneficiary is not poor.

3.5 Results Based Management

The most important task of Project Management is to ensure that the Outcomes are achieved. The Logframe defines indicators and targets to be achieved by Mid-Term and at the end of the project. Each year, Project Management should define targets to be achieved by the end of the year. The AWPB should be designed to ensure these targets are met. If the project is not on track to achieve the outcome targets, Project Management should report to the Steering Committee to identify changes that need to be made.

Results Based Management is discussed further in Chapter 6: Project Planning.

3.6 Components, Sub-Components and Outputs

SAAMBAT is implemented through two components: Component 1, Value Chain Infrastructure, and Component 2: Skills, Technology and Enterprise. Component 1 supports investments in rural roads and other types of infrastructure for smallholder agriculture value chains. Component 1 also includes activities for water management and renewable energy technology (RET), but there is no committed funding for these activities and details will be decided during implementation. Component 2 supports investments in human resources, digital technology for the rural economy and small enterprise development.

Outcome 1: Poor rural people's benefits from market participation increased is achieved mainly through Component 1. Outcome 2: Poor rural people's productive capacity increased is achieved mainly through Component 2. However, full achievement of the outcomes will depend on successful implementation of both components as well as ASPIRE, AIMS and partner projects.

The following table summarises the sub-components, outputs and outcome indicators under each Component. For full details, refer to the Project Logframe (Annex 1).

Component 1: Infrastructure and Energy		
<i>Outcome 1</i>	<i>Poor rural people's benefits from market participation increased</i>	
	<i>Output Indicators</i>	<i>Outcome Indicators</i>
Output 1.1 Roads	<ul style="list-style-type: none"> • 650 km of paved rural roads • 150 km of laterite rural roads 	<ul style="list-style-type: none"> • 160,000 households reporting improved access to markets, processing storage and transport facilities • Increased traffic and road-side businesses • 40% of infrastructure incorporates climate-adaptive design features • Infrastructure still used and sustainable after PY6
Output 1.2 Other value chain infrastructure	<ul style="list-style-type: none"> • 50 rural market areas improved • 25 other types (ferry landings, collection points) 	
Component 2: Skills, Technology and Enterprise		
<i>Outcome 2</i>	<i>Poor Rural People's Productive Capacity Increased</i>	
	<i>Output Indicators</i>	<i>Outcome Indicators</i>
SC 2.1 Skills for Rural Youth	<ul style="list-style-type: none"> • 6,840 youth trained in technical skills • 500 young entrepreneurs trained 	<ul style="list-style-type: none"> • 4,500 youth in improved employment (including self-employment) • 85% of rural enterprises supported by the project report an increase in profits
SC 2.2 Technology and Enterprise	<ol style="list-style-type: none"> 5,000 persons trained in digital literacy 5,000 persons participating in technology adoption sub-projects of digital application Khmer Agriculture Suite (KAS) platform for digital applications for the rural economy 5 Key KAS applications and 10 additional applications supported by Challenge Fund, with 25,000 registered users 	
SC 2.3 Policy Research and Strategic Studies	<ul style="list-style-type: none"> • Feasibility Study on Regional Wholesale Markets for Safe Vegetables • 5 policy-related knowledge products 	
Project Management		
	Provision of technical and operation assistance to strengthen the institutional, organizational and technical capacity of MRD-PMU and	

	MEF-PIU to support day to day project implementation, including coordination, technical matters, procurement, financial management, social and environmental safeguards, monitoring and evaluation, and reporting.	
--	--	--

4 Outputs and Investment Costs by Sub-Component

<p>☞ This section of the PIM:</p> <ul style="list-style-type: none"> • Describes outputs and other investment expenditures of each Component and Sub-Component of SAAMBAT. Actual costs are allocated in the Project Cost Tables. • Outputs are listed in the Project Log-frame • Investment expenditures comprise: <ul style="list-style-type: none"> ○ Costs of activities needed to produce the output; ○ Technical Assistance Costs ○ Costs of Project Equipment

COMPONENT 1: VALUE CHAIN INFRASTRUCTURE

Component 1 will finance infrastructure supporting the agriculture economy by improving transport for agriculture inputs and outputs and logistics facilities for agriculture commodity value chains. There is also an option to support partnerships with Agriculture Cooperatives and private entrepreneurs for improved water management, and for support to scaling up renewable energy technology (RET) in smallholder agriculture.

4.1 Output 1.1: Rural Roads

Output 1.1 supports upgrading of existing rural roads that are important for the agriculture value chains supported by AIMS and ASPIRE. The planned quantities of physical output are:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km

The quantities of each type of output are provisional estimates. Actual quantities of outputs will be determined by the outcome of the MSP planning process. The target quantities for each type of output will be reviewed at MTR and will be adjusted if necessary.

Eligibility Criteria for Rural Roads

- All roads must be in the Rural Roads Inventory of MRD;
- All road sub-projects must be rehabilitation of existing lines of road. No new roads can be constructed;
- No single line of road more than 10km long can be financed with IFAD financing. Roads longer than this can be eligible for EIB financing.
- All double bitumen surface treatment (DBST) or concrete roads must connect to existing DBST or concrete roads;

- All laterite or gravel roads must connect to existing DBST, concrete or gravel roads in good condition (including the DBST or concrete roads supported by SAAMBAT or other projects)
- For DBST or concrete roads, the calculated Economic Internal Rate of Return must be at least 20% for IFAD investment and 7% for EIB investment, calculated using a methodology following international good practice.
- For gravel or laterite roads, the Commune Councils must accept responsibility for maintenance of the road after it is completed (same status as if the road had been constructed with C/S Fund money).

Selection of rural road sub-projects must also take into account:

- The asset condition (good condition, moderate condition, bad condition) of the existing road;
- Road safety performance and risk;
- Risk and vulnerability to climate change.

Rural road designs may include features to provide additional benefit to the local farmers (for example, converting borrow pits into community ponds for fish raising or water supplies) provided that these do not increase the overall cost of the road by more than 10%.

Sub-projects where the main purpose is water control (e.g. a canal with a road along one side) cannot be considered.

Design of rural roads must consider the impacts of climate change. Risks such as flooding, erosion or landslides may become more severe as a result of climate change. Climate-adaptive designs should be used wherever they are needed and cost-effective. “Green engineering” (for example, planting trees to prevent erosion) should be considered. The features related to climate change adaptation (over and above existing technical standards) of the sub-projects shall be identified and the cost of these features must be reported as a proportion of the overall cost of the sub-project.

For DBST and concrete roads, there must be a road safety audit (see Section 8.3). The road safety audit is carried out at draft design, final design and post-construction stages according to international good practice. The road safety features of the design must be identified, and the cost of these features must be reported as a proportion of the overall cost of the sub-project.

4.2 Output 1.2: Other Value Chain Infrastructure

Value chain infrastructure means infrastructure that is:

1. Owned by the public or by an association, e.g. an Agriculture Cooperative, but not by a private investor;
2. Is needed to support transport and marketing of inputs or products for smallholder agriculture value chains supported by AIMS or ASPIRE.

In principle, any kind of infrastructure that meets these criteria can be supported.

NB that irrigation infrastructure can NOT be supported.

The provisional planned outputs are:

Output Type	Planned Quantity	
	By Mid-Term	Final
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Rural market improvements must be at locations where there is already a market. No new markets should be considered (projects for new markets are often unsuccessful).

Markets with different types of management arrangement, including some services provided by private sector, can be considered, but the land must be public land and the infrastructure constructed by the project must be public property.

The type of infrastructure will depend on the need at the location. A market improvement does not always mean constructing a new building for traders to buy and sell in. There may be a building that is good enough already, or the trader may use private shop buildings.

Examples of eligible expenditures for Market Area Improvement include:

- Concrete pathways in the market area;
- Improved water supplies for the market;
- Improved drainage for the market;
- Public toilets in the market area;
- Facilities to improve disposal of solid waste from the market;
- Improvements and repairs to existing market buildings
- New market building, only where there is an existing market with no building or building in poor condition.

High priority should be given to improving hygiene conditions in the market.

- e.g – When the Solid waste, is under Collecting and running by Private Individual/Company or under Collecting and running under annual management contract by private individual/or private company)?

Market sub-projects will not be all the same (one standard market project design). Some projects may include complete construction of a market building and facilities. Other market projects may be just small activities to improve the environment in the market area.

All market sub-projects must be implemented in cooperation with a market committee. The market committee must agree to be responsible for operation and maintenance costs.

Commodity Collection Points are facilities for collection, cleaning and packaging of commodities in the target value chains. The type of collection point will vary according to the commodity.

All Commodity Collection Points will be operated by a beneficiary organisation or cooperative. In most cases this will be an agriculture cooperative (AC). In some cases, it may be eligible to support a collection point that will be operated by a group of small and medium enterprise (SME) traders.

Types of collection point may include:

- A building for collection, washing and packaging vegetables. In some cases, the building may include a cold storage facility.
- A store building and place for convenient loading of rice, cassava etc. onto trucks at harvest time.

The appropriate design for a collection point will depend on the need at the location.

Ferry crossings may be financed where needed for transport of inputs and products. Normally the project will only finance construction of landings (places for people and vehicles to go on and off the ferry). The ferry boat should be provided and operated by a private operator that has an agreement with the local authorities (following the permission of the Ministry of Public Works and Transport and Ministry of Economy and Finance).

4.3 Other Investment Expenditures

Other investment expenditures for Component 1 are:

- Costs of the Technical Services Consultant (SP1) for feasibility study, design and construction supervision;
- Capacity building for rural road maintenance;
- Costs of project vehicles and equipment for SC1.1.

4.4 Investment Screening Criteria

All infrastructure proposed by the MSP will be screened against eligibility criteria. If the proposed infrastructure does not match the eligibility criteria, the proposal must be modified, or a different investment chosen instead. The screening criteria for each investment type are described below

1. Maximum spending in each Economic Pole

- In addition to the eligibility criteria for each type, there is a general maximum spending limit for Component 1 infrastructure of \$100 per household living in the area of the Economic Pole. This limit will be reviewed during project implementation.

2. Maximum spending per farmer producing a Value Chain commodity

- Each type of investment must be targeted to assist farmers producing one or more specific commodity types (e.g. rice, vegetables etc).
- For each investment, the maximum cost per farmer who produces the target commodity (or commodities) must not exceed \$1,000.

3. No unacceptable environmental or social impacts

- All infrastructure must be screened to ensure that there will be no major or long-lasting negative environmental or social impacts. There is more detail on environmental and social risk management in Chapter 7
- Road lengths more than 10km are not permitted for IFAD financing but can be proposed for EIB financing.
- Sub-projects requiring relocation of 20 or more people from their living place are not permitted
- Sub-projects causing any household to lose more than 10% of its assets are not permitted;
- Sub-projects requiring drainage of natural water bodies (lakes, rivers and streams) or changing the course of any river or stream are not permitted

- Sub-projects affecting areas that are important for environmental conservation or cultural heritage are not permitted.

4. **Specific Criteria for Roads**

- **Connectivity Criterion:** DBST or concrete roads must be linked to existing DBST or concrete roads (so it is not allowed to construct a DBST road that can only be accessed from a laterite road). Laterite road must be linked to a DBST or concrete road, or to an existing laterite road in good condition;
- **Rehabilitation / Upgrade only:** all road investments must follow the line of an existing road. It is not allowed to construct a new road line.
- For Laterite roads, there must be a **signed agreement with a Road Owner** who will take responsibility for maintenance of the road after it is constructed. Normally the Road Owner will be the Commune Council.
- **Economic Internal Rate of Return (EIRR):** For DBST and concrete roads, the EIRR must be calculated based on a traffic count survey using a methodology following international good practice. If the EIRR is less than 20% the road is not eligible for IFAD funding. If the EIRR is less than 7% the road is not eligible for EIB funding;
- **Maximum cost per beneficiary:** the cost of a laterite road must not exceed \$250 per household living in the area that is accessed by the road.
- **Asset condition of the road (existing road, road pavement and road structures)** in good, moderate or poor condition) must be considered in selection and prioritisation;
- **Road Safety Performance** (see Section 8) must be considered in selection and prioritisation;
- **Risk and vulnerability to climate change** must be considered in selection and prioritisation.

5. **Ferry Landings:** Ferry landings can be constructed or improved where:

- The ferry landing will significantly improve transport of agriculture inputs and outputs for the target commodity / commodities;
- There is a ferry operator who will operate the ferry, and who will be responsible for maintenance of the landing place after it is constructed.

6. **Market Area Improvement**

- Must be an existing market;
- Must be a market committee that will be responsible for maintenance;
- Plans must be and agreed through discussion with the market committee.
- Investment is only for public areas of the market. It is not allowed to spend SAAMBAT funds on construction of shops or market stalls.
- Not markets owned by private operators.

7. **Commodity Collection Points**

- Must be an existing beneficiary organisation to operate the collection point. It is not allowed to build the collection point and form the organisation later. Beneficiary organisation may be an Agriculture Cooperative (AC). In some cases, it may be eligible to support a collection point that will be operated by a group of small and medium enterprise (SME) traders.
- Maximum cost contribution from SAAMBAT will be \$250 per producer household that will use the collection point.

Implementation of Infrastructure

SP1: Technical Services Consultant will be engaged to provide technical support for implementation of Component 1.

The tasks of SP1 include:

- Preparing an Environmental and Social Management Framework (ESMF) which will be used to guide environmental and social risk management at the Economic Pole and sub-project levels. The ESMF will include:
 - Procedure for preparing an Environmental, Social and Climate Risk Assessment (ESCRA) for each Economic Pole;
 - Procedure for screening environmental, social and climate risks of sub-projects;
 - Procedure for preparing sub-project Environmental and Social Management Plans (ESMP) where needed;
 - Procedures for mainstreaming environmental and social safeguards in construction contracts and construction supervision;
 - Procedures for preparing a Resettlement Plan (RP) in any case where involuntary resettlement or land acquisition is needed;
 - Procedures for preparing an Ethnic Group Engagement Plan (EGEP) where needed.
- Prepare an ESCRA in for each Economic Pole;
- Screening to check that each sub-project matches the eligibility criteria;
- Environmental and Social Safeguards (ESS) screening of all infrastructure sub-projects based on the ESMF and ESCRA,
- Preparation of sub-project ESMP, RP, and /or EGEP for each sub-project, as needed;
- Feasibility study including traffic counts, engineering survey and design;
- Road safety impact assessment (RSIA) assessing the risk and vulnerability of the identified roads including risks to vulnerable persons. The road safety impact assessment shall indicate the road safety considerations which contribute to the choice of the proposed solution. It shall further provide all relevant information necessary for a cost-benefit analysis of the different options assessed;
- Independent road safety audits at a minimum at draft design, final design and post completion stages;
- Cost-Benefit Analysis for DBST / concrete roads, based on the traffic counts and using a methodology conforming to international good practice;
- Cost estimation
- Preparing technical sections of tender documents;
- Construction supervision, including monitoring implementation of environmental and social safeguards and road safety measures.

For DBST and concrete road projects, SP1 will conduct a traffic count on the road before construction, and a follow-up traffic count after construction. For laterite roads, SP1 will not conduct a full traffic count but will provide an estimate of the volume of traffic using the road before and after construction.

Terms of Reference for SP1 are included in Annex 3.

Construction of infrastructure will be by contractors. Procurement will be by SAAMBAT PMU. The Project Director will sign contracts on behalf of MRD.

Capacity Building for Road Maintenance

Component 1 includes a budget to support training of MRD, PDRD and Commune Council staff in maintenance of rural roads. In addition, SP1 will provide experts to assist the training.

A detailed training plan will be developed based on consultations with MRD Department of Rural Roads and with other development partners (ADB, World Bank, KfW) supporting capacity building for road maintenance.

A high priority will be developing procedures and building capacity for Commune Councils to carry out maintenance works using their Commune Fund budget. SAAMBAT will conduct discussions with NCDD-S to decide how to proceed with this activity.

Capacity Building for Road Safety

Subject to available funding, budget support for training of MRD, PDRD and Commune Councils to carry out road safety impact assessment and audits to be included under the project. This may be through activities of SP1 and/or separate service contract(s).

COMPONENT 2: SKILLS, TECHNOLOGY AND ENTERPRISE

4.5 Sub-Component 2.1: Skills for Rural Youth

Output Type	Planned Quantity	
	By Mid-Term	Final
Number of Rural Youth Trained in Technical Skills	2,280	6,840
Number of Young Entrepreneurs Trained	150	500

Sub-Component 2.1 supports the following types of investment cost:

- Cost of Skills Development support to training for rural youth in national training programs (which are not limited to the rural sector);
- Cost of Skills Development support to training for rural youth in regional training programs identified as responsive to skills gaps identified in the rural economy;
- Cost of training and mentoring for rural youth to start their own businesses, through a “rural business incubator” approach.
- The cost of service provider SP2;
- *Project Vehicle and Office Equipment*

The project will contribute \$1,000 per trainee to the training costs of trainees on national or regional SD training programmes. The target number of trainees in total is 5,000. The numbers trained on national or regional courses will be determined according to demand.

To be eligible for training support from SAAMBAT, trainees must match the following criteria:

- Between 16 and 30 years old;
- Not in full-time education (trainees should not drop out of high school to join the course);
- Live in a rural area;
- Family condition is poor or medium. Youth from families owning more than 5 ha of farmland, or owning medium or large-scale enterprises (10 employees or more) are not eligible;
- Priority will be given to youth from families with ID-Poor cards and female headed households;
- 50% of trainees should be female.

Trainees who already have jobs are eligible, provided that the purpose of training is to improve the skills they need for their present job, or to help them get a better job in future.

Initially, trainees will be selected by service provider SP2 from SAAMBAT Economic Poles and will undertake a pre-training course before starting a national or regional skills training course. Depending on demand, SAAMBAT support may be extended to youth from outside SAAMBAT Economic Poles.

The pre-training course will have a duration of 10 days and will be provided to groups of approximately 25 rural youth per course. The aim is to train 6,840 youth during PY2 – PY6. Following the pre-training, youth will be assessed and assigned to one of three training pathways:

- National training program;
- Regional training program for rural economy skills;
- Rural Business Incubator. Trainees joining this pathway will be provided with further training and mentoring to start their own business **and will be assisted to access finance for the business supported by the AIMS Line of Credit.**

The service provider SP2 will be responsible for the following activities:

- Research in each Economic Pole to identify skills gaps in the rural economy and demand for training amongst rural youth;
- Identification of skills training providers able to train rural youth to fill the identified skills gap (i.e. providers for the regional training program);
- Design of a “pre-training” course to provide rural youth with the soft skills that they may lack in order to enter formal training and employment;
- Selecting rural youth in the SAAMBAT Economic Poles for entry on the pre-training courses;
- Delivery of the pre-training courses;
- Assessment of youth graduating from the pre-training and assigning them to one of three tracks: national training course, regional training course, or enterprise development;
- Follow-up and support to youth on the training courses;
- Support and mentor youth on the rural business incubator track, including assisting them to conduct market surveys, develop business plans, access finance etc.

The research phase will be conducted through engagement with the MSPs and with focus groups of rural youth and poor households. Key results will be (1) identification of skills that are in demand in the rural economy; (2) assessment of the interest of poor rural youth in learning rural economy skills and skills for employment in the non-rural sector; (3) identification of potential training providers, particularly for rural-sector skills. Training providers will most likely be existing institutions in Provincial centres. The service provider will also research employers’ perceptions of rural youth entering formal employment and in particular their need for training in soft skills such as timekeeping, workplace discipline, communication and presentation skills, food hygiene etc.

The “soft skills” training module will be based on the findings of the research and will be suitable as a general induction module for youth, particularly rural youth, entering vocational training. In addition to workplace skills the module will address employment rights, workplace safety, types of employment opportunity and the potential hazards faced by rural youth choosing to migrate for employment. The training module should be designed as an induction course but should include follow-up activities periodically through the period of technical training.

Induction courses will be provided at locations accessible to the SAAMBAT EP for 20 – 25 rural youth per course, with the objective of training 6,840 youth during project years 2 – 6.

The length of the course is expected to be 10 days. Course content will include classroom learning, workplace visits, interaction with employers and practical activities. Trainees will learn about the training opportunities open to them through SAAMBAT and by the end of the course should be provisionally assigned to a training pathway according to their capacity and preferences.

Trainees on the “non-rural skills” pathway will join training courses identified by SDF nationally through interaction with major employers. Through SDF the Project will provide support to course fees and living expenses of students, with additional support from employers. Wherever possible, trainees on the “rural skills” pathway will be trained at training institutions close to their home area. SAAMBAT will support fees and living expenses. The project will explore the option of creating a “voucher” system to finance training chosen at the trainees’ discretion. It may not be realistic to require financial contributions to training costs from SME employers in rural areas, but options for non-financial contributions (e.g. day release for training purposes) or other opportunities for employers to engage with the training process will be sought.

Approximately 500 trainees will join the “rural business incubator” pathway will receive a package of support to develop and start up their own small enterprise in the rural economy. Mentoring will be provided by service provider staff complemented, if possible, by experienced local SME entrepreneurs. Trainees will be assisted to develop business plans, conduct market research and seek start-up financing. Costs of training in specific business administration skills (e.g. book-keeping) will also be an option.

The rural business incubator activities will be aligned with business support activities of AIMS, will share methodology and personnel where possible, and will not directly duplicate AIMS activities. SAAMBAT rural business development support is distinguished from that of AIMS in its focus on youth starting enterprises and its applicability to any rural enterprise, not limited to specific value chains.

The rural business incubator will assist young entrepreneurs to raise finance for their ventures including through linking them to financial institutions (FI) partnering with AIMS. These institutions are expected to include AMRET and LOLC Cambodia PLC, and discussions are also under way with KREDIT and AMK. The FI have access to a Line of Credit to promote increased lending into the supported business clusters. Depending on the type of business activity, the young entrepreneurs may be able to access loans financed through the AIMS line of credit or will be assisted to access financing through the regular financial products of the AIMS partner FI. Options for financing young entrepreneurs through the RGC’s newly created SME Bank will also be explored.

The service provider will use the SAAMBAT Management Information System (MIS) to track progress and outcomes for all induction course trainees, including qualifications gained, type of employment and earnings, through the project period.

TOR for SP2 are provided in Annex 3.

4.6 Sub-Component 2.2: Technology and Enterprise for Rural Youth

Output Type	Planned Quantity	
	By Mid-Term	Final
Number of persons trained in digital literacy and assisted to adopt existing digital technology (50% female)	1,500	5,000

Number of persons participating in technology adoption sub-projects (50% female)	1,500	5,000
KAS Core Platform developed	1	1
KAS Key Applications Developed	2	5
Users of KAS Key Applications	5,000	12,500
Applications supported by Challenge Fund	3	10
Users of Challenge Fund Applications		12,500

Sub-Component 2.2 supports three groups of activities that are linked to the development and roll-out of the Khmer Agriculture Suite (KAS) as an open platform and data resource for mobile applications for the rural economy. Each group of activities supports the other groups, but each group of activities can produce positive impacts by itself. The three activity groups are:

- Development of the KAS platform and key applications;
- A Challenge Fund
- An Outreach campaign

Other Investment Costs

Other investment costs funded under SC2.2 include:

- Technical Assistance to build the capacity of TSC;
- Costs of organising workshops and similar events to promote use of digital technology in the rural economy.

Khmer Agriculture Suite (KAS)

KAS is planned as an open digital platform to connect agriculture value chain stakeholders. Because it will be an open system, businesses and innovators can develop their own applications to run on the KAS platform and to make use of core KAS resources. The KAS concept is shown in the figure.

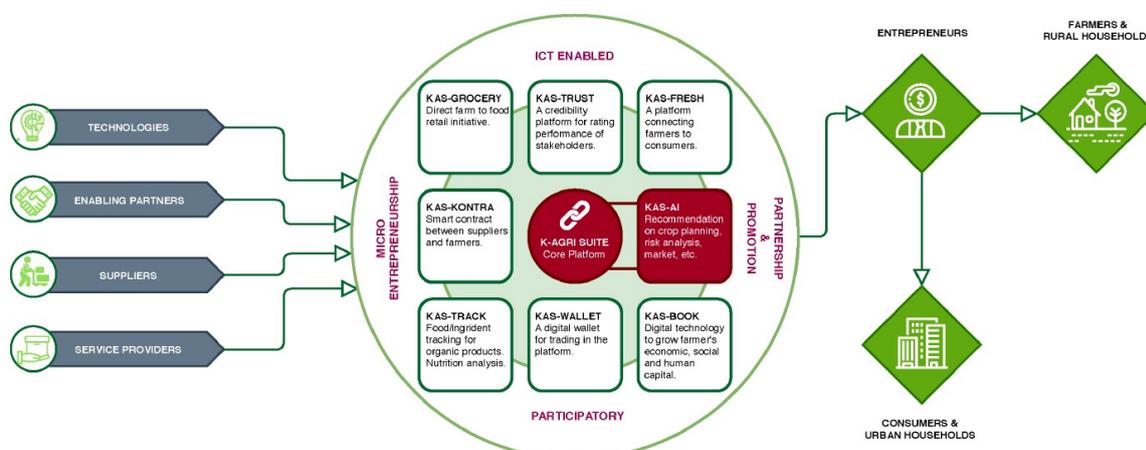


Figure 3: Khmer Agriculture Suite (KAS) Concept

Developing the full KAS will take at least five years. It will need resources and support from different stakeholders including Government and the private sector.

SAAMBAT will support TSC to develop the core platform for KAS. Support will include technical assistance, equipment for a Data Centre, and operating costs. Partnership with SAAMBAT will allow TSC the opportunity to interact with and learn from the experience of farmers and other value chain actors in the IFAD country program.

Priority KAS Applications

In addition to supporting development of the core platform for KAS, SAAMBAT will support development of a limited number of priority applications.

Priority KAS applications will be based on examples of digital technology applications for smallholders, the agriculture value chain and the rural economy, that have proved successful in other countries, or that have been tested in Cambodia and need further support to scale up, or have potential to grow through solving specific problems of the Cambodia rural economy.

Priority KAS Applications will be developed directly by TSC or through contracts with service providers. It is planned to award contracts to develop one Priority KAS Application in each year PY1 to PY5.

Two applications are being developed by Bronx Technology Ltd. under separate funding from a Korean Grant within ASPIRE: these are (1) a direct dial extension service; and (2) a Virtual Market platform. These applications will be linked to KAS and regarded as KAS key applications.

Challenge Fund

Example Characteristics of a Challenge Fund

Research performed by TripleLine Consulting identified seven characteristics of challenge funds: “(1) provides grants or subsidies; (2) with an explicit public purpose; (3) between independent agencies; (4) with grant recipients selected competitively; (5) on the basis of advertised rules and processes; (6) who retain significant discretion over formulation and execution of their proposals and (7) share risks with the grant provider.”

³The Challenge Fund provides grants to support development and testing of innovative digital applications for use in the rural economy. Applications will be developed as part of the KAS. It is planned to award three (3) grants each year during PY1 – PY4. The total budget for grant awards in each year is \$200,000.

Grants will be disbursed in three stages.

- **Stage 1:** to support market research and development of a detailed proposal describing the functions of the application, the intended users and the business strategy;
- **Stage 2:** to support development of a working application and initial testing with rural users;
- **Stage 3:** to support extended testing of the application and initial roll-out.

The number of disbursement stages may vary, depending on which stage the proposed project is at.

The Challenge Fund will not be taking any equity against the funding; it will however control the monetary usage of the grant and only disburse funding based on successful completion of the previous stage.

³ TripleLine Consulting and University of Bath (2013). <http://www.tripleline.com/wp-content/uploads/2013/12/Challenge-Funds-in-International-Development.pdf>

Grantees can be individuals, companies, NGOs or autonomous government agencies (Government administrative departments are not eligible). To be eligible for a grant from the Challenge Fund, grantees must be:

- Based in Cambodia;
- Have qualifications and experience either in digital technology, or in development of the rural economy;
- Propose to develop a digital application linked to KAS that can be used for an economic purpose in rural Cambodia (applications for purely social or recreational purposes are not eligible);
- Show that there is no equivalent application, with the same functions, already available for use in rural Cambodia;
- Show how introducing the application will provide benefits (directly or indirectly) to rural Cambodians in the SAAMBAT target group;
- Show how the application can become self-financing and sustainable (outline business plan);
- Can show that they are able to co-finance in cash and/or in kind (1) at least 45% of the amount requested; or (2) 10% of costs in Stage 1, 15% of costs in Stage 2 and 20% of costs in Stage 3. The matching contributions are expected to be used towards the proposed project.

Challenge Fund Process

Grant proposals will be invited through online and printed advertisement channels and the TSC website. TSC will also raise awareness of the grant opportunity through links to other websites and through other forums for the digital economy.

A grant application form and clear criteria, including the scoring system for scoring proposals, will be available by download from TSC website.

Applications will be submitted electronically to the TSC website before a deadline date.

Applications will be scored independently by the committee's members composed of at least three experts including one TSC representative, one representative of MEF and one outside expert who will be appointed by SP3.

Acceptance of matching funding is subject to approval by the committee.

The target is to award three grants each year with the amount between \$50,000 and \$100,000, but the number of grantees may vary (1) if there are not enough applications achieving a fixed minimum score; less than three grants may be awarded; or (2) if there are more than three very good applications, and subject to availability of funds, more than three grants may be awarded.

Successful grantees will sign a Grant Agreement with TSC. A detailed work plan for Stage 1 will be annexed to the Grant Agreement.

Outreach Campaign

The Outreach Campaign will be implemented by Service Provider SP3 and will consist of:

- Research to identify existing levels of digital literacy, uptake of technology, demand for skills upgrading and gaps in technology provision in the rural value chains;
- Develop a general course for upgrading the digital literacy of rural value chain actors and improving awareness of the potential uses of digital technology;
- Deliver this course to 5,000 participants in AIMS and / or ASPIRE business clusters;
- Develop and implement sub-projects (100 sub-projects with 50 participants per sub-project) to increase use of existing digital technology in rural value chains (e.g.

use of social media to improve exchange of information in business clusters, improved use of market information systems etc);

- Support testing and roll-out of at least 10 innovative digital solutions developed through the upstream activities;
- Link innovators to rural value chain actors through rural digital forums, workshops, short-duration internships, facilitating market research etc; and
- Monitor uptake of digital technology in the rural value chain through the SAAMBAT MIS.

Terms of Reference for SP3 are provided in Annex 3.

Partnerships

SAAMBAT will support TSC to form partnerships with commercial partners for roll-out of applications linked to KAS. The benefits to the commercial partner will include access to stakeholder knowledge (farmers and value chain actors organised in MSP and Business Clusters); field support for market research and product testing and support for initial roll-out through “downstream” sub-projects.

Costs of developing and marketing the technology will be paid by the commercial partner. SAAMBAT will not transfer money to the commercial partner. SAAMBAT will:

- Facilitate market research and product testing through providing access to the networks of rural value chain actors in AIMS and ASPIRE business clusters;
- Support awareness raising through the downstream activities of SC2.2 (i.e. through SP3);
- Support testing of applications and business models through “sub-projects” under SP3.

4.7 Sub-Component 2.3: Strategic Studies, Policy Research and Programme Development

Output Type	Planned Quantity	
	By Mid-Term	Final
Feasibility Study on Wholesale Markets	Study Complete	
Policy-related knowledge products	2 Brief	5 Briefs

Sub-component 2.3 finances policy research and strategic studies related to improving the productivity of the rural economy, particularly in value chains based on smallholder agriculture. SAAMBAT policy studies support the IFAD Country Program and are not limited to themes directly linked to SAAMBAT physical outputs.

Sub-Component 2.3 is led by MEF-PIU with Centre for Policy Studies as Implementing Partner. CPS will coordinate with Ministries, inter-Ministerial committees and technical working groups responsible for each policy area.

4.7.1 Strategic Studies

Strategic Studies are feasibility and / or pre-design studies of investments that have potential to be financed by IFAD with other partners, particularly where there are opportunities to bring in private sector finance and clear benefits for the IFAD target groups.

The first study will be a feasibility study for development of regional wholesale markets for the safe vegetable value chain, including links to local markets / collection points and links to

national markets. TOR for the study will be developed by MEF - GDP. The study will cover, inter alia, the following topics:

- Mapping of the demand (size of demand, location of demand, type of consumers) for quality assured organic or safe vegetables of types that can be produced in Cambodia;
- Mapping of the existing supplies, including production areas and sources of imports of organic or safe vegetables;
- Mapping of supply chain logistics including the roles played by local, regional and national (Phnom Penh) wholesale markets in the safe or organic vegetable supply chain;
- Existing quality assurance arrangements;
- Identify the potential for well-designed specialised wholesale markets or facilities at existing markets to add value (e.g. improved quality assurance), improve logistics efficiency or reduce losses;
- Propose the optimal size, location and design of regional wholesale markets for safe or organic vegetables. Estimate the cost of these facilities and propose appropriate market management arrangements;
- Recommend a pilot project, potentially to be part-financed by SAAMBAT after Mid-Term Review.

More strategic studies may be designed later if a need is identified.

4.7.2 Policy Research Studies

ASPIRE, AIMS and S-RET all include resources to support policy studies. MEF will support coordination with these projects to ensure that resources for policy studies are used in an efficient manner. The ambition should be to coordinate all policy study resources to strengthen the policy relevance of the programme as a whole.

Likewise, MEF will seek to ensure that policy studies resources do not duplicate efforts financed by other development partners. IFAD will assist in this coordination

Policy Studies will be conducted according to the following general process:

- **Identification** of a topic through discussions between MEF, project executing / implementing agencies and IFAD;
- Review of existing policies, relevant mandates and ongoing policy work by others and preparation of a 3 – 5-page **Policy Background Brief**;
- Definition of specific **research questions** to be addressed;
- Preparation of a **Terms of Reference**;
- Contracting of a service provider to implement the study and prepare a **Consultant's Report**;
- Presentation of the Consultant's Report at a **seminar event** led by senior Government officials;
- Preparation of a **Policy Brief**, usually of 2 – 5 pages' length, summarising policy recommendations that have been agreed at the seminar;
- **Dissemination** of the Consultant's Report and the Policy Brief.

Policy studies will only proceed if the Policy Background Brief confirms that there are open policy questions that are worthwhile to address and that are not adequately covered by ongoing work by others. In some cases, SAAMBAT funds could be used to support joint policy studies with other partners. The final decision to proceed following preparation of the Policy Background Brief will be made by MEF after consultation with relevant stakeholders.

The Consultant's Report will provide the factual basis for policy recommendations together with analysis and the views of the consultant. The Policy Brief will represent views that have been agreed as appropriate by relevant senior RGC officials and by IFAD. In case that these parties cannot reach agreement on the recommendations, no Policy Brief will be issued.

Policy studies will focus on specific topics that are relevant to development of RGC policy and development partner strategy in areas directly addressed by SAAMBAT, by the broader IFAD country programme or by corporate strategic priorities of IFAD. The list below is open and provisional only, and the decision to proceed with any study will be based on the process described above.

Topics may include:

- Rolling out of Cambodia GAP standards and quality assurance systems to enhance smallholder access to the market for Cambodia GAP certified products;
- Data security and regulatory environment needed for successful roll-out of the Khmer Agriculture Suite (KAS) platform for digital applications for the rural economy;
- The role of RET in the agriculture sector, in areas served by the electricity grid;
- Effective coordination of rural road maintenance responsibilities between MRD / PDRD and local authorities;
- Financing needs of rural entrepreneurs, and common standards for design of subsidies and matching grant instruments;
- Development of TVET standards for the rural economy;
- Barriers to women's economic empowerment in agriculture value chains, including specific challenges faced by women entrepreneurs in starting, operating and growing businesses in the agriculture sector;
- Mainstreaming themes including climate change, gender, youth and nutrition within the IFAD Country Programme.

Annex 4, Framework for Policy Studies, provides more detail on selection of topics for policy studies.

4.7.3 Programme Development

The Programme Development activities in SC 2.3 are intended to support all projects and activities in the IFAD Country Programme move towards a more integrated, programme-based approach. Activities will include:

- Support to integration of the project results frameworks in an integrated results framework, establishment and implementation of a programme M&E system and capacity development for strategic planning and M&E;
- Building capacity of key stakeholders through coordinating meetings, workshops and seminars with project management teams, government, partners and other stakeholders;
- Strengthening the RGC's ownership of programme and project design, implementation, monitoring and evaluation (RIMS) activities and support to supervision;
- Enabling engagement of stakeholders including farmer organisations and the private sector in planning and M&E of the country programme; and
- Strategic partnership building and resource mobilisation.

Strategic direction for Programme Development will be set by the Programme Steering Committee. The annual work plan and budget (AWPB) for Programme Development will be set by MEF through its Project Implementation Unit. Centre for Policy Studies will provide technical inputs in line with a work plan agreed in the AWPB.

Food and Agriculture Organisation (FAO) hopes to provide technical assistance under its Technical Cooperation Programme (TCP) which would be used for complementary advice and studies related to SAAMBAT Component 2. Two areas of focus would be (1) digital economy, supporting Sub-Component 2.2 activities, and introduction of Good Agriculture Practice (GAP) certification for smallholders, which is within the scope of Sub-Component 2.3 and of high relevance to the broader country programme.

5 Roles and Responsibilities



This section of the PIM:

- Describes the different agencies that have a role in implementation of SAAMBAT
- Describes the roles of key project leaders and staff
- Defines reporting lines between the agencies

5.1 Program Steering Committee (PSC)

There is one Program Steering Committee for the whole Country Strategic Opportunities Program (COSOP) which includes all the projects financed by IFAD in Cambodia.

The purpose of the Program Steering Committee is to:

- Ensure that projects in the IFAD Country Program contribute to the Strategic Objectives of the Country Strategic Opportunities Program (COSOP);
- Discuss and agree the overall strategic direction of each program or project within the COSOP;
- Identify challenges faced by the projects and programs, and recommend solutions to the Program / Project Directors;
- Facilitate exchange of information and mutual cooperation between programs and projects in the COSOP, and with projects financed by other partners;
- Agree, report on and review strategic indicators.

The members of the PSC are:

- MEF, as representative of RGC. The PSC is chaired by a senior official of MEF;
- Ministry of Agriculture, Forestry and Fisheries (MAFF); Ministry of Commerce (MoC); Ministry of Rural Development (MRD) and National Committee for Sub-National Democratic Development – Secretariat (NCDD-S) as Executing Agencies of programs and projects in the COSOP;
- Other Ministries and agencies that have implementing responsibilities for COSOP programs and projects, or are important partners for IFAD, including Ministry of Women's Affairs (MoWA).
- IFAD;
- EIB;
- EU through the Delegation to the Kingdom of Cambodia
- Representative of the United Nations Country Team (UNCT) for Cambodia;
- Development partners that have cooperation agreements or MOU with IFAD;
- Representatives of farmer organisations (FO);
- Representatives of the private sector.

The Program Steering Committee meets as often as needed but at least one time per year. The PSC should meet in January to review the achievements of the previous year and to discuss plans for the following year. However, the PSC is not responsible to review and

approve the AWPB of each program or project. SAAMBAT AWPB approval process is described in Chapter 6.

A draft agenda for the meeting of the PSC is included as Annex 4.

5.2 Ministry of Economy and Finance (as representative of GC)

Ministry of Economy and Finance (MEF) represents the Government of the Kingdom of Cambodia to IFAD and is responsible for receiving and accounting for programme funds.

As representative of GC, MEF General Department of International Cooperation and Debt Management (GDICDM) supervises implementation of the COSOP, including SAAMBAT, through its Department of Multilateral Cooperation (DMC), Office of Multilateral Cooperation II (OMC 2).

In accordance to the Standard Operating Procedures, MEF is responsible to:

- Ensure inter-agency cooperation when required;
- Fulfil the government fiduciary oversight and management responsibilities under the Programme;
- Provide sufficient counterpart contribution funds in a timely manner to finance the Programme activities, including payment of government salaries; and
- Timely processing of withdrawal applications, approval of procurement actions and other necessary documents in accordance with the Updated Standard Operating Procedure of government as promulgated by sub decree No. 74 ANK. BK dated May 22, 2012 (SOP), and it's subsequence amendment. (or automatically updated by the Updated SOP, Sub Decree 2019)

MEF - GDICDM has a PSC Secretariat which is responsible to:

- Prepare and coordinate meetings of the PSC;
- Ensure good communication between MEF and EAs including MRD for SAAMBAT;
- Monitoring, evaluation and reporting of the COSOP.

In SAAMBAT, MEF - GDICDM, through its Project Implementation Unit, is responsible to implement Component 2 of SAAMBAT. This is a separate role and is described below.

5.3 Project Executing Agency: Ministry of Rural Development

MRD is the Project Executing Agency (EA). As Executing Agency, MRD is responsible for the following functions:

- Establish the Project Management Unit (PMU);
- Coordinate preparation of the AWPB and submitting it to IFAD and EIB for No Objection;
- Manage Project Accounts;
- Preparation of the project accounts and financial reporting;
- Prepare Withdrawal Applications (WA) and submit to MEF for processing;
- All related procurement under SAAMBAT Component 1 and/or when requested by Component 2;
- Coordinating with the MEF for appointment of a Project Auditor;
- Project monitoring and evaluation (M&E);
- Consolidation of the Project Six-Month Report and Annual Report;
- Liaise with IFAD and EIB on issues relating to project implementation, including facilitation of IFAD and EIB Implementation Support Missions and Supervision Missions.

The **Project Director** is appointed by MRD with the agreement of MEF. The Project Director is the most senior executive in the Project management hierarchy and is MRD's representative responsible to coordinate and oversee all aspects of project implementation, including activities implemented by Implementing Agencies other than MRD. The role of the Project Director includes, but is not limited to:

- Receive instructions from and report directly to the Secretary of State appointed to oversee the project;
- Can be directly contacted by IFAD, the EIB and other development partners on all Project issues, including meetings, workshops, seminars and introduction to consultants;
- Ensure efficient, effective, accountable and transparent implementation of the project;
- Approve all major decisions affecting project implementation strategy and implementing arrangements;
- Approve and signs contracts and other important Project documents within thresholds specified in the Procurement Manual.
- Ensure that MRD coordinates effectively with MEF and with Implementing Agencies in accordance with established guidelines and procedures.
- Ensure proper financial management of Project and Technical Assistance (TA) activities and ensure compliance with all financial covenants and other obligations in the loan/credit, EU Grant and TA agreements.
- Ensure finances and resources are only used for approved Project purposes by authorized personnel;
- Regularly monitor Project performance and initiate actions to address variations to plans;
- Submission of the Annual Work Plan and Budget to IFAD and EIB for No Objection and sending the AWPB to MEF for endorsement;
- Approval of the Mid-Year Report and Annual Report.

The selection and removal from office of a Project Director should only take place in consultation with IFAD, the EIB and MEF. When the Project Director is absent from his position for any reason for more than a day his authority and responsibilities should be delegated to the Project Manager;

5.4 Project Management Unit (PMU)

The PMU is appointed by MRD to carry out the day-to-day duties of MRD as the EA. In addition, the PMU directly implements Component 1 of SAAMBAT.

The PMU includes (1) officials of MRD, who are seconded to work full-time in the PMU during the project implementation period and who continue to receive their salaries as public servants; (2) contracted staff, who are mainly specialists in project administration, financial management and procurement functions, and whose salaries are considered as project operational costs; and (3) advisers, who generally have more technical roles and whose fees and salaries are considered as project investment costs.

The PMU consists of at least the following core staff:

- Project Manager (reporting to Project Director);
- Head of Finance and Administration Section;
- Procurement Officer
- Accounting Officer;
- Administration Officer;
- Environmental and Social Safeguards Specialist;
- Rural Roads Engineer;

- Gender and Youth Specialist;
- M&E Specialist;
- Community Development Specialist.

The **Project Manager** is assigned to work full-time on implementation of SAAMBAT and is responsible to manage the staff and operations of the PMU. The Project Manager is responsible to coordinate with the Implementing Agencies. The Project Manager takes a leading role in coordinating with the Implementing Agencies including MEF-PIU.

The general responsibilities of the **Project Manager** are as follows:

- Responsible for the day to day activities of SAAMBAT implementation;
- Ensures that SAAMBAT development objectives and goals are realized on time and within budget and is in line with the Project results framework as agreed between the DP and RGC at the commencement of the Project;
- Responsible for all procurement activities of SAAMBAT PMU in accordance with the responsibilities defined in the Procurement Manual;
- Approves and signs contracts and other important procurement documents within delegated authority as defined in the SOP Procurement Manual;
- Ensures effective financial systems and procedures for accounting and financial management of the Project or TA activities are maintained;
- Responsible for the employment and management of Project staff under SAAMBAT PMU;
- Supervises and maintains high level of performance by the Project and its staff;
- Supervises and manages all contracting done by MRD;
- Maintains effective channels of communication with all stakeholders.
- Ensures that all reports, papers and other information are made available in an orderly and timely manner.
- Ensures that monitoring and evaluation activities generate the information necessary to support Project management. Furthermore, ensures that M&E is carried out following the results-based framework that was agreed to between the RGC and IFAD at the time of Project formulation;
- Ensures that management actions are pro-active, adequate, and effective in responding to monitoring information and changing circumstances;
- Receives instructions from and reports directly to the Project Director.
- Holds only one Project manager position.

Because SAAMBAT Implementing Agency responsibilities are split between MRD and MEF, the Project Manager is only directly responsible for tasks carried out by MRD as EA and Implementing Agency for Component 1. Other responsibilities are delegated to the Project Manager – Skills, Technology and Enterprise (MEF).

5.5 Ministry of Economy and Finance – Project Implementation Unit

MEF implements Component 2 of SAAMBAT through a Project Implementation Unit in GDICDM (MEF-PIU).

MEF will appoint a senior official as **Project Director** and **Project Manager – Skills, Technology and Enterprise**. The responsibilities of the Project Manager – Skills, Technology and Enterprise include:

- Responsible for the day to day activities of SAAMBAT Component 2 implementation;
- Ensure that the project development objectives and goals are realized on time and within the budget and is in line with the project results framework as agreed between the IFAD and RGC at the commencement of the project;

- Responsible for all procurement activities in the SAAMBAT Component 2 in accordance with the responsibilities defined in the Procurement Manual;
- Approves and signs contracts and other important procurement documents within delegated authority as defined in the Procurement Manual;
- Approves expenditures within the delegated authority;
- Ensures effective financial systems and procedures for accounting and financial management of the Project or TA activities are maintained;
- Responsible for the employment and management of Project staff under MEF-PIU/SAAMBAT;
- Supervises and maintains high level of performance by the Project and its staff;
- Supervises and manages all contracting done by MEF-PIU/SAAMBAT;
- Maintains effective channels of communication with all stakeholders.
- Ensures that all reports, papers and other information are made available in an orderly and timely manner.
- Ensures that monitoring and evaluation activities generate the information necessary to support Project management;
- Ensures that management actions are pro-active, adequate, and effective in responding to monitoring information and changing circumstances;
- Receives instructions from and reports directly to the Project Director.
- Holds only one Project manager position.

Technical leadership Component 2 is split between three agencies: **Sub-Component 2.1 - Skills for Rural Youth and Enterprises:** Within Skills Development Unit of the MEF/GDP, act as a technical lead agency to carry out activities regarding Skills Development Fund (SDF) and Enterprise Promotion Fund (EPF); **Sub-Component 2.2 - Digital Technology and Enterprise for Agricultural Value Chains:** Within Techo Startup Center – TSC; and **Sub-Component 2.3 – Strategic Studies, Policy Research and Program Development:** Within Centre for Policy Studies – CPS.

MEF will appoint at least one SAAMBAT Skills Development Officer to work full-time on implementation of SC2.1 and one SAAMBAT Technology Development Officer to work full-time on implementation of SC2.2.

5.6 Skill Development Unit (SDU)

SDU in the GDP will be the technical lead agency for Sub-Component 2.1. The Day-To-Day work in the SDU will be carried out and managed by the **Technical Chief of Skills for Rural Youth and Enterprises** with support from technical skills development officers and the Skill and Enterprise Coordinator Consultant. The Technical Chief has the following responsibilities:

- Responsible for the day to day activities of SC2.1 implementation;
- Jointly ensure that the project development objectives and goals are realized on time and within the budget and is in line with the project results framework as agreed between the IFAD and RGC at the commencement of the project;
- Responsible for a provision of technical inputs for executing all procurement activities relevant to the SC2.1 in accordance with the responsibilities defined in the Procurement Manual;
- Responsible for management of Project staff under SC2.1;
- Supervises and maintains high level of performance by the SC2.1 and its staff;
- Supervises and manages concerned contracting done by MEF-PIU/SAAMBAT;
- Maintains effective channels of communication with all involved stakeholders;
- Ensures that all reports, papers and other information are made available in an orderly and timely manner;

- Ensures that monitoring and evaluation activities generate the information necessary to support Project management;
- Ensures that management actions are pro-active, adequate, and effective in responding to monitoring information and changing circumstances;
- Receives instructions from and reports directly to the Project Director through the Project Manager.

5.7 Techo Startup Center

The **Techo Startup Center** (TSC) will be the technical lead agency for Sub-Component 2.2. TSC is carrying out of the Sub-Component 2-2 activities through the Memorandum of Understanding (MoU) with MEF-PIU subject to No Objection from IFAD. Day-to-day work in TSC will be conducted by a **Technical Chief of Digital Technology and Enterprise for Rural Value Chains Unit** who will be assisted by an Administration Assistant, Technical Officers and Contracted Consultants. The responsibilities of the Technical Chief of Digital Technology and Enterprise for Rural Value Chains are:

- Responsible for the day to day activities of SC2.2 implementation;
- Jointly ensure that the project development objectives and goals are realized on time and within the budget and is in line with the project results framework as agreed between the IFAD and RGC at the commencement of the project;
- Responsible for a provision of technical inputs for executing all procurement activities relevant to the SC2.2 in accordance with the responsibilities defined in the Procurement Manual;
- Responsible for management of Project staff under SC2.2;
- Supervises and maintains high level of performance by the SC2.2 and its staff;
- Supervises and manages concerned contracting done by MEF-PIU/SAAMBAT;
- Maintains effective channels of communication with all involved stakeholders;
- Ensures that all reports, papers and other information are made available in an orderly and timely manner;
- Ensures that monitoring and evaluation activities generate the information necessary to support Project management;
- Ensures that management actions are pro-active, adequate, and effective in responding to monitoring information and changing circumstances;
- Receives instructions from and reports directly to the Project Director through the Project Manager.

Centre for Policy Studies

Centre for Policy Studies (CPS) is designated as an Implementing Partner for SAAMBAT, and implements Sub-Component 2.3 activities through the Memorandum of Understanding (MoU) with MEF-PIU subject to No Objection from IFAD. CPS will not necessarily implement all SC2.3 activities directly, but will prepare TORs, background briefs, policy briefs etc and help manage studies. Studies may be contracted to firms by MEF or to individuals through CPS as appropriate.

CPS reports directly to MEF-PIU.

5.8 Provincial Departments of Rural Development (PDRD)

PDRD is responsible for coordinating SAAMBAT activities at Provincial level and for monitoring implementation of C1. PDRD is assisted by the SAAMBAT Facilitation Team (see below). SAAMBAT may have activities in any Province where ASPIRE and AIMS are active. In most cases, SAAMBAT Component 1 activities within one province will be largely completed in about two years. Therefore, it is not efficient for SAAMBAT to establish Project Implementation

Units (PIU) in each Province. Instead, each PDRD will appoint a **SAAMBAT Provincial Focal Point** who will be a senior official of PDRD. Funds for PDRD activities in each Province will be allocated through the AWPB as needed. PDRD will not manage a project account but will receive cash advances from PMU as needed.

5.9 SAAMBAT Facilitation Team

The SAAMBAT Facilitation Team is a team of advisers recruited by PMU and assigned to work at Provincial level. SAAMBAT facilitators may be reassigned between Provinces or assigned to work in more than one Province as needed. Key responsibilities of the SAAMBAT Facilitation team include:

- Facilitation of the planning meetings of the MSP;
- Coordination between the components of SAAMBAT at Provincial level;
- Coordination with ASPIRE, AIMS and partner projects;
- Data collection and uploading data to the SAAMBAT MIS.

TOR for the SAAMBAT Facilitation Team are provided as Annex 2

5.10 Service Providers

Service Providers are firms or NGOs contracted to provide services to support implementation of SAAMBAT.

Four service providers will be recruited:

- **SP1: Technical Service Provider** for establishing safeguards frameworks, screening, sub-project feasibility study, survey, design and construction supervision of infrastructure under Component 1;
- **SP2: Skills Development Services Provider** for selection and pre-training of skills development trainees, identification of training providers and other services under SC2.1;
- **SP3: Digital Technology Services Provider** for digital literacy training, facilitating adoption of digital technology and support to roll-out of innovative digital technologies under SC2.2;
- **SP4: Major Impact Survey** service provider, to conduct baseline, mid-term and end-line surveys as described in Chapter 10 (M&E).

The roles of the service providers are further described under each sub-component. TORs for the service providers are attached as Annex 3.

The Service Providers are recruited by competitive selection under SOP procurement procedures or by other procedures agreed between RGC and IFAD. Service Provider contracts are signed by the SAAMBAT Project Directors. The Project Director delegates day-to-day responsibility to manage the service provider contracts to the Project Managers (SP1 and SP4) and to the MEF-PIU (SP2 and SP3).

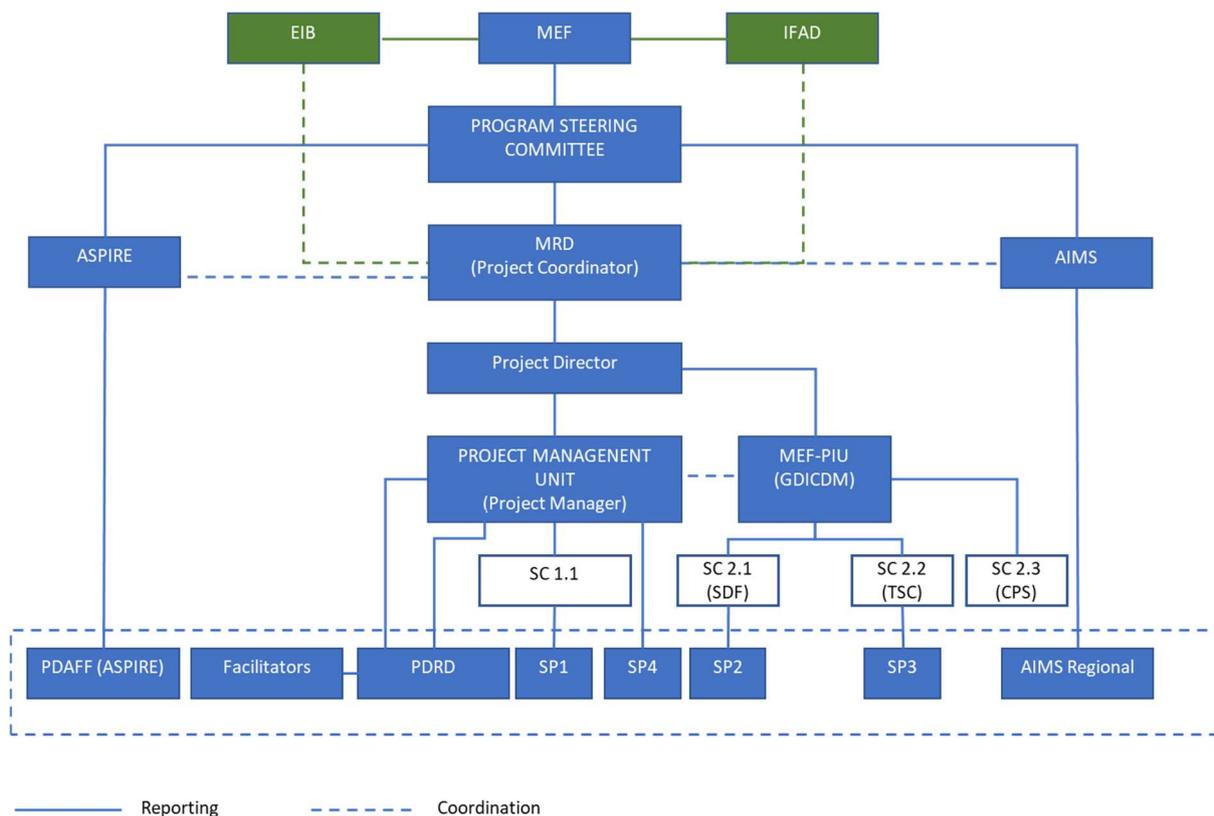


Figure 4: SAAMBAT Roles and Responsibilities

6 Project Planning

☞ This section of the PIM:

- Describes how target areas, called Economic Poles, are selected
- Describes the phased approach to targeting
- Describes how project activities in the Economic Poles are selected through the Multi-Stakeholder Platform (MSP) process.
- Describes the process for preparation of the Annual Work Plan and Budget (AWPB) of SAAMBAT, including an annual target-setting as the basis for the AWPB.

6.1 Selection of Target Areas

SAAMBAT is designed to complement ASPIRE and AIMS in a national program.

SAAMBAT supports activities at national level and in target areas that also have activities of ASPIRE or AIMS.

National level SAAMBAT activities can support beneficiaries in any Province.

There will be 50 local target areas, called “Economic Poles.” An Economic Pole is defined in the box.

Definition of an Economic Pole

- Agriculture production area with similar characteristics throughout: topography, soil, climate, type of farming and types of produce;
- Important area of smallholder agriculture production for the market (not large-scale commercial agriculture such as rubber plantations or Economic Land Concessions);
- Market linkage through a market, important access road or road junction etc;
- Approximately District size. Can be a District but does not have to follow District boundaries exactly (For example, a Commune in District B may sell to the market

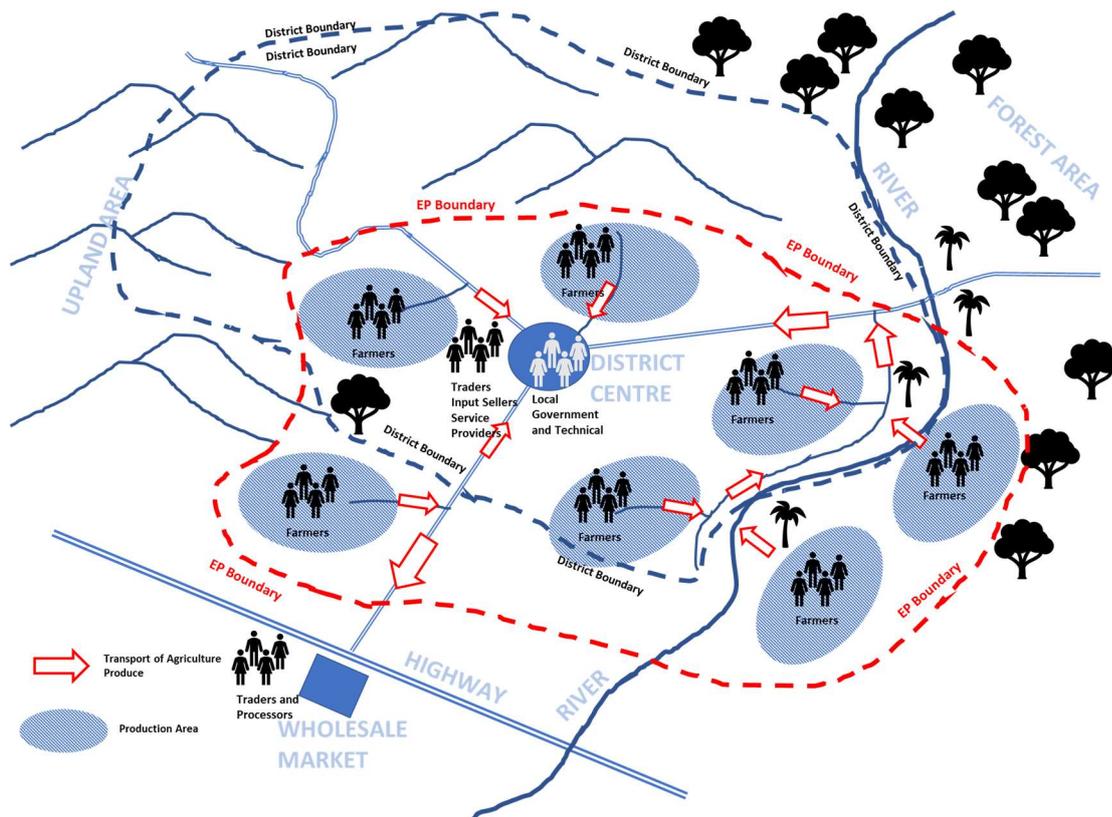


Figure 5: Concept of Economic Pole

All Economic Poles will have activities of ASPIRE or AIMS (or both). Each Economic Pole will have road outputs and other outputs according to needs.

Sub-Component	Component 1			2.1	2.2	2.3	Partner Project Roads
	DBST/ Concrete roads	Laterite Roads Markets Collection Points		Skills	ITC	Policy	
National Level				*	*	*	
Economic Pole	*	*	*	*	*		

The Project will select a list of 50 Economic Poles (EP) in the first year of the project (2020). However, this list is provisional and may be reviewed at the project Mid Term Review (MTR) in 2022.

Infrastructure in Component 1 will be implemented in three phases. Phase 1 (16 EP) will start feasibility studies in 2020 and construction works should be complete by 2022. Phase 2 (16EP) will start feasibility studies in 2021 and construction works should be complete by 2023. Phase 3 (18 EP) will be confirmed by the project MTR and feasibility studies will start in 2022, with construction planned to be complete by 2024. This plan leaves time for construction works to continue into 2025 in case of delays.

The Project will advise services providers implementing local activities under Component 2 to focus their activities on the Economic Poles, prioritising Phase 1 poles first, then Phase 2, then Phase 3. However, service providers may vary from this scheme, particularly in order to achieve strong cooperation with AIMS and ASPIRE.

Activities	2020	2021	2022	2023	2024	2025
Provisional Selection of EP (50EP)						
Feasibility Study and Design Phase 1 (16EP)						
Construction of Works Phase 1 (16 EP)						
Feasibility Study and Design Phase 2 (16EP)						
Construction of Works Phase 2 (16 EP)						
Confirm Selection of Phase 3 EP (18EP) at MTR						
Feasibility Study and Design Phase 2 (16EP)						
Construction of Works Phase 2 (16 EP)						

Economic Poles are selected based on the following criteria:

- Area with activities of AIMS or ASPIRE;
- Area with strong potential for economic growth based on smallholder agriculture;
- Lack of infrastructure and / or poor quality of existing infrastructure is a challenge for economic growth;
- There is strong commitment and capacity from local leaders including local authorities;
- High level of poverty and climate vulnerability, or many people from the area migrate away to find work.

Economic Poles that are important for vegetable production are given additional priority.

Selection of Economic Poles should follow a two-stage process:

- **Stakeholder meeting** at Province to propose potential poles;
- **Program technical meeting** at national level to verify and confirm.

The Stakeholder Meeting at Province level should be chaired by the Provincial Governor or his representative and should include:

- PDRD

- PDAFF / ASPIRE
- PDoC / AIMS Regional Hub Offices
- Provincial Department of Women's Affairs
- Chamber of Commerce
- Partner projects
- Farmer Organisations

The Provincial Stakeholder Meeting should:

- Introduce the purpose of the meeting;
- Present the activities that can be supported by SAAMBAT
- Present the criteria for selection of Economic Poles
- Presentation by PDRD
- Presentation by AIMS/Regional Hub Office/DoC
- Presentation by ASPIRE/PDAFF
- Discussion
- Selection of areas to propose as Economic Poles.

After the meeting, PDRD should submit a short report to SAAMBAT PMU listing the proposed Economic Poles and stating how these poles match the criteria.

The **Program Technical Meeting** should be led by SAAMBAT (because this relates to a SAAMBAT activity) and should include representatives of:

- MRD / SAAMBAT
- MAFF / ASPIRE
- MoC / AIMS
- MEF
- MoWA
- Farmer Organisations
- Partner projects of development partners that have signed an MOU with IFAD.

The Program Technical Meeting should:

- Introduce the purpose of the meeting
- Review the criteria for selection of Economic Poles
- Review the list of Economic Poles proposed by the Provinces
- Verify that the proposed Economic Poles match the criteria
- If there are more proposed Economic Poles that can be selected, decide which proposed Economic Poles have highest priority.

The provisional list of 50 Economic Poles will be selected during the project inception period (Q1 2020) from the following 12 Provinces: **Battambang, Banteay Meanchey, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Stung Treng, Svay Rieng and Takeo.**

6.2 Multi-Stakeholder Platform Meeting

6.2.1 What is the Multi-Stakeholder Platform?

Multi-Stakeholder Platform brings together farmers, businesses, government agencies and NGOs who are involved in production of an agriculture commodity in one location or area.

In AIMS, Multi-Stakeholder Platform meetings are held at two levels:

- Local cluster of producers and private sector businesses (Cluster level);
- Regional Market level.

MSP meetings are held approximately two times per year.

MSP is designed as an “open platform” process: all interested stakeholders can join, and different projects can use the MSP for planning activities.

The Multi-Stakeholder Platform:

- Gives the different stakeholders an opportunity to get to know each other and exchange information;
- Identifies opportunities to develop the value chain for a commodity (for example, by private sector investments);
- Identifies the key challenges to develop the value chain for the commodity (for example, lack of infrastructure);
- Proposed actions for private sector and public investments are listed in an “Action Plan”;
- In some cases, the Multi-Stakeholder Platform can develop into a formal organisation, but this is not necessary.

6.2.2 Multi-Stakeholder Platform in SAAMBAT

In SAAMBAT, the Multi-Stakeholder Platform will be used to:

- Raise awareness of SAAMBAT;
- Plan SAAMBAT investments and activities;
- Periodically, review the results of SAAMBAT activities.

Where there is already a Multi-Stakeholder Platform organised by AIMS, the stakeholders of the AIMS MSP will meet to discuss SAAMBAT. However, there may be some additional stakeholders to join the meeting, who have not participated in AIMS MSP before.

Where there is no AIMS MSP, the MSP meeting will be organised by SAAMBAT with advice and assistance from the AIMS Regional Hub and from PDAFF / ASPIRE.

The following stakeholders will participate in the MSP meeting:

- Representatives of SAAMBAT, ASPIRE and AIMS
- Local Authorities (District and Commune);
- Representatives of farmers and / or farmer organisations and / or cooperatives;
- Private sector businesses;
- Representatives of relevant other projects active in the Economic Pole.

6.2.3 Multi-Stakeholder Platform Planning Process

The MSP will prepare a strategic plan for Agriculture Sector Growth in the Economic Pole. The focus will be on selected value chains based on smallholder production. Up to two or three value chains can be chosen but it should not be too many. Example value chains can be vegetables, chickens, rice, field crops such as beans, cassava, fruit, cattle etc. Where vegetable production is important in an Economic Pole, this should be chosen as one of the focus value chains.

The time frame for planning should be about 5 years. Planning should include interventions of ASPIRE (extension); AIMS (market brokering and value chain finance interventions); SAAMBAT (value chain infrastructure, potential to introduce digital technology). It is hoped that other projects including AFD-WAT4CAM, AFD/KfW RID4CAM, World Bank – CASDP, ADB-AVCIIP will also participate in the MSP process and support relevant priorities. Some priorities may also be proposed to the local authorities (Commune, District) or technical line agencies in the Province.

The MSP planning document will include strategic planning, bottlenecks, and proposed interventions.

In Phase 1, CPS. will provide technical assistance for the MSP planning, following a five-step process:

- Step 1 – Rapid Mapping, data collection: ASPIRE and AIMS provide the ASPIRE PB Utilization Plan and latest information about bottleneck identified in the selected Economic Pole to CPS. CPS consolidate all data including data from ASPIRE and AIMS to produce zero draft of the Economic Pole Plan;
- Step 2 - Provincial Stakeholder Workshop: PDRD organized the provincial stakeholder workshop with the provincial administration office to go through and improve the zero draft of the economic pole plan;
- Step 3 – MSP Planning Meeting at the Economic Pole: PDRD organize the MSP with the local champion (identified by ASPIRE and AIMS), local authority, and the line department to produce the first draft of the economic pole plan;
- Step 4 – CPS discuss with a Programme Technical Meeting (MRD, ASPIRE, and AIMS) to include the project intervention and finalize the Economic Pole Plan. This step will include an initial screening to ensure that proposed investments are eligible;
- Step 5 – Provincial Dissemination workshop: PDRD organize the provincial Dissemination workshop with the Provincial Administration Office.

For Phase 2 and Phase 3, this process will be reviewed and the process may be improved based on lessons learned.

6.2.4 MSP Planning Meeting (Step 3)

The agenda of the MSP SAAMBAT Planning Meeting will be:

- Introduction of the purpose of the meeting;
- Presentation on the activities of SAAMBAT;
- Presentation on the Economic Pole:
 - What area is included in the Economic Pole
 - Why it was chosen
- Discussion on the key challenges for economic growth in the Economic Pole;
- Discussion on climate change risks in the Economic Pole;
- Discussion on how SAAMBAT activities can help with the challenges;
- Produce a list of potential investments;
- Agree next steps.

It may not be possible to produce a full list of possible investments on the day of the meeting. Therefore, the MSP meeting will agree on how to prepare a list of investments to submit to SAAMBAT. In some cases, it may be necessary to hold a second meeting. In other cases, this may not be needed. However, the MSP stakeholders should agree on the process for finalising the proposed investment list.

PDRD send the list of proposed investments to SAAMBAT PMU.

A Program Technical Meeting is organised to review the list of proposed investments.

After the second Program Technical Meeting, the Implementing Agency for each component is responsible for final screening of proposed investments and inclusion in project activity plans.

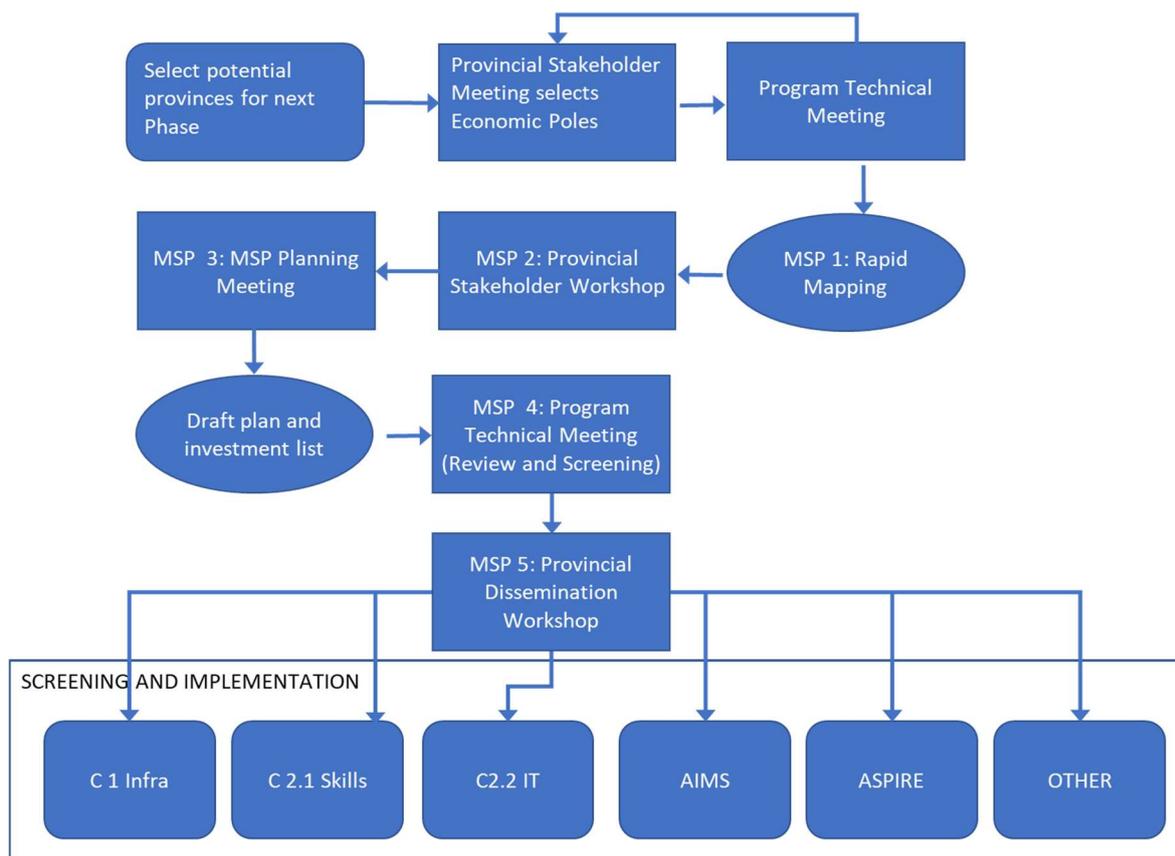


Figure 6: Work Flow for Target Area Selection and Planning

6.3 Target Beneficiaries

47. The primary target groups of SAAMBAT are: (i) smallholder farmers with potential to strengthen market-led production; (ii) unemployed/underemployed youth (below 30 years old) from poor rural households who are willing to seek formal employment and enhance their skills accordingly; and (iii) private enterprises and cooperatives which play an important role in improving efficiency and value addition of key value chains in the Economic Poles.

For any intervention where individual beneficiaries or households are targeted, suitable beneficiaries who have ID-Poor cards, and women-headed households, will have priority.

SAAMBAT will work with members of agriculture value chain business clusters supported by ASPIRE and AIMS. Both these projects have pro-poor targeting strategies, so the targeting of SAAMBAT will automatically also be pro-poor.

The project will make every effort to ensure that women have equal opportunity to benefit from the project with men. It is expected that 50% of individual beneficiaries will be women in each component, sub-component and activity.

Direct beneficiaries of SAAMBAT will mainly be people who live in the Economic Poles. However, this will not always be the case, particularly for Component 2. The following types of beneficiary, who may not live in the EP, can be counted in project results:

- Rural youth who meet the criteria for skills training support can participate in SDF training programmes financed by SAAMBAT, regardless of whether they live in an Economic Pole;
- Users of digital technology applications linked to the KAS, regardless of whether they live in the EP.

However, the outreach campaigns by service providers SP2 and SP3 will focus on the EP, so is expected that the majority of beneficiaries contacted through these outreach campaigns will live in the EP.

In any target area with a significant indigenous ethnic minority population, which may include areas where ASPIRE specifically targets indigenous groups in Stung Treng Province, project planning activities will take specific consideration of the need and interests of the indigenous groups. This will include engagement with the preferred leaders and representative of the groups and application of the principle of full and informed consent. Lessons learned from MRD's recently completed IPLR project which financed infrastructure for indigenous minority communities will be applied.

6.4 AWPB Preparation

Preparation of the SAAMBAT AWPB will begin in September of the previous year (i.e. preparation of AWPB for PY2 begins in September of PY1). The target is to send the AWPB to IFAD and EIB for No Objection in early December.

At the start of AWPB preparation, PMU will set output and disbursement targets for the following year, based on the logframe and the cost tables. For Component 2, these targets will be set through discussion and agreement with MEF and the Component 2 implementing agencies.

Preparation of SAAMBAT AWPB will be coordinated with AWPB preparation for ASPIRE and AIMS. This means that there will be a meeting of the Programme Technical Committee to exchange information and discuss opportunities for cooperation between the projects. PMU will make a presentation to the meeting with:

- Summary of achievements for the previous year;
- Key physical outputs (type, quantity, location) planned for the next year;
- Opportunities for cooperation with ASPIRE and AIMS;
- Any challenges that affect all three projects (not issues that only affect SAAMBAT).

AIMS and ASPIRE will make similar presentation. The meeting will discuss and identify any actions for cooperation between the projects, to be reflected in the AWPB of each project.

After this, each Implementing Agency is responsible to prepare the AWPB for the sub-components it is responsible for, subject to:

- Compliance with agreed annual output targets;
- Compliance with agreed disbursement targets;
- Consistency with the Financing Agreement, Project Design Report, logframe, Cost Tables and PIM.

PMU will check these criteria but will not involve in the detailed AWPB preparation of MEF-PIU and the Component 2 implementing agencies.

The submission from each IA must include:

- Summary of progress against output indicators, showing achievement expected up to the end of the current year, expected achievement during the next (AWPB) year, and targets defined in the PIM;
- Summary of disbursement progress showing cumulative disbursement expected at the end of the current year, planned disbursement by the end of the AWPB year, and comparison with component disbursement profiles in the PIM.
- PMU will consolidate these figures to summarise planned progress and disbursement for the project as a whole.

The process for preparation of the AWPB is shown in the figure below.

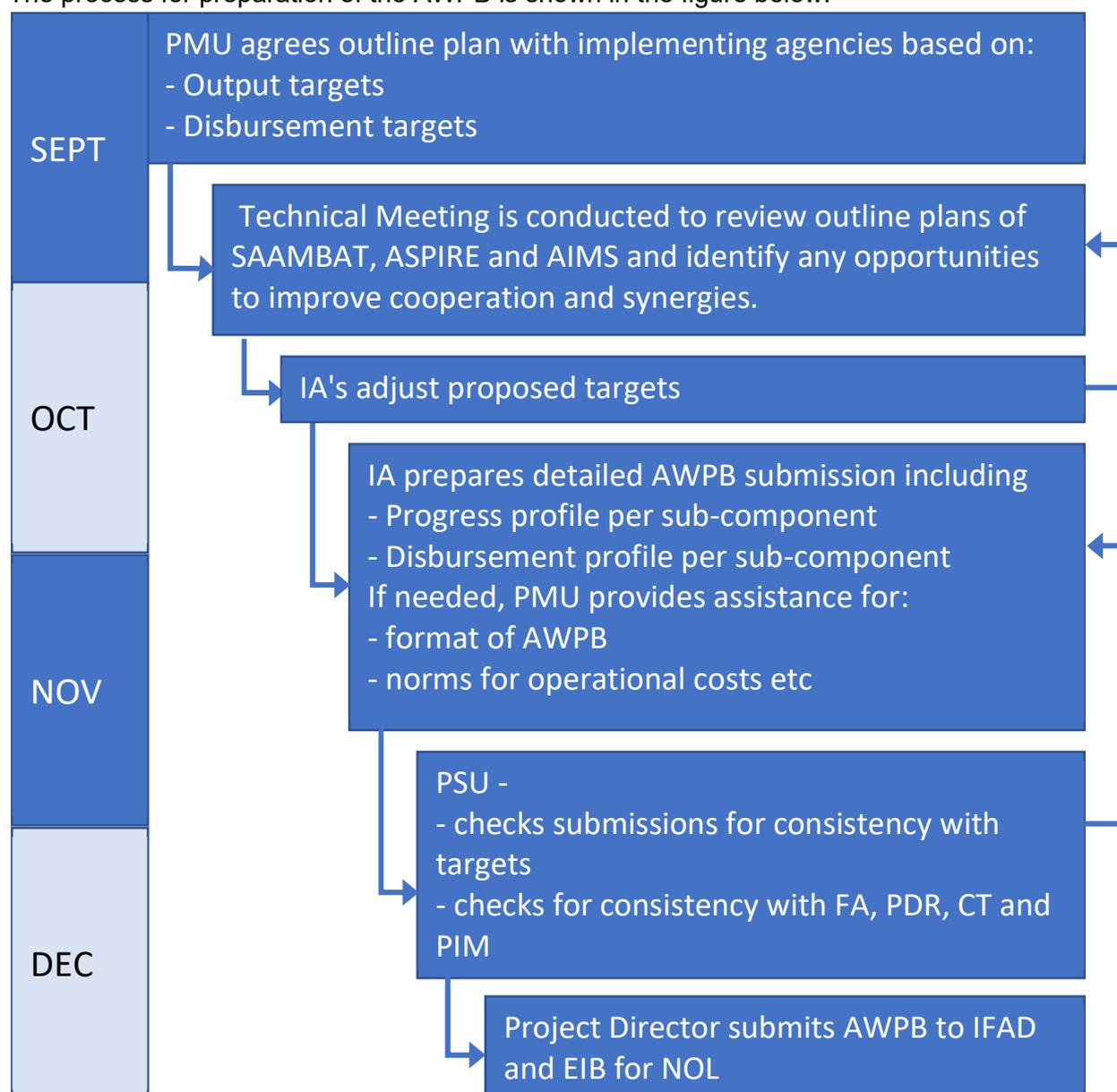


Figure 7: Workflow for AWPB Preparation

7 Social and Environmental Safeguards and Climate Change Adaptation

👉 This section of the PIM:

1. Describes the framework for compliance with IFAD's global standards for Environmental and Social Safeguards (ESS) and climate change adaptation.
2. Describes the EIB Environmental and Social Standards and the EIB Climate Strategy related to the project and requirements for compliance.

7.1 Environmental and Social Safeguards Principles

All project activities must comply with IFAD policies for Environmental and Social Safeguards (ESS). All components financed by the EIB shall comply with EIB Environmental and Social

Standards⁴ and in-line with EIB Climate Strategy⁵. Primarily, this will affect infrastructure investments under Sub-Component 1. Primarily, this will affect infrastructure investments under Sub-Component 1.

IFAD is committed to mainstreaming social, environmental and climate change solutions in project design and implementation. The procedures for this are described in IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) Manual⁶.

Summary of IFAD Values and Principles for Environment and Social Safeguards and Climate Change (from SECAP guideline)

- Address the vulnerability and adaptation priorities of rural people;
- Promote the conservation, rehabilitation and sustainable use of natural resources and key ecosystems in an integrated manner;
- Minimize adverse social impacts and incorporate externalities
- Implement participatory approaches, with special emphasis on the participation of and benefits to women, youth and site-specific target groups;
- Promote the development of indigenous people and other marginalized groups;
- Avoid involuntary resettlement wherever possible;
- Promote sound agricultural and manufacturing processes;
- Promote SECAP compliance monitoring;
- Ensure stakeholder consultation, transparency and accountability through the life of programmes and projects;
- Support borrowers in achieving good international practices

All IFAD projects are subject to an environmental, social and climate risk screening and are assigned a risk category for environmental and social standards (A, B or C) and for climate vulnerability. A SECAP Review Note has been prepared for SAAMBAT during project design. The SECAP review note includes an Environment, Social and Climate Screening Checklist (attached to the PIM as Annex 6). Based on the Screening Checklist, SAAMBAT is assessed as ESS Category B and Moderate climate vulnerability. ESS Category B means that may have some adverse environmental and / or social impacts on human populations or (less likely) on environmentally significant areas, but the impacts (i) are less adverse than those for category A; (ii) are site specific and few are irreversible in nature; and (iii) can be readily remedied by appropriate preventive actions and/or mitigation measures.

It is important that PMU and the services provider SP1 study the Screening Checklist carefully to understand the risks that have been identified and proposed risk management measures. In particular, certain types of sub-project location or sub-project type (for example roads of length more than 10km) may not be eligible because, in the Screening Checklist, it is stated that the project will not include these locations or activities (otherwise it would be classed as Category A).

Reference should also be made to the SECAP Manual and its Guidance Notes.

⁴ EIB (2018) Environmental and Social Standards <https://www.eib.org/en/publications/environmental-and-social-standards>

⁵ EIB (2017) EIB Climate Strategy) <https://www.eib.org/en/publications/eib-climate-strategy.htm>

⁶ IFAD (2017): Social, Environmental and Climate Assessment Procedures – Managing risks to create opportunities. <https://www.ifad.org/en/document-detail/asset/39563472>

All projects selected by EIB have to be acceptable in environmental and social terms. In this respect, EU policies and law form the basis of EIB's environmental guidelines. The EIB's Environmental and Social Standards cover ten main areas:

- Assessment and management of environmental and social impacts and risks
- Pollution prevention and abatement
- EIB standards on biodiversity and ecosystems
- EIB climate-related standards
- Cultural heritage
- Involuntary resettlement
- Rights and interests of vulnerable groups
- Labour standards
- Occupational and public health, safety and security

Stakeholder engagement The rehabilitation of rural roads under SAAMBAT: Component 1 has been assessed by EIB at appraisal stage for the framework loan operation. The results of the appraisal are contained in the Environmental and Social Data Sheet⁷.

EIB initial assessment indicates that no significant adverse environmental impacts are expected. However, sub-projects may have limited land use impacts, temporary negative environmental impacts during the rehabilitation/construction phase, and potentially, during their operation – mainly resulting from increased/faster vehicle traffic using the roads.

Negative social impacts may be associated with civil works requiring land acquisition from project-affected people (PAP), temporary loss of livelihood and/or limited physical resettlement of homes, and businesses or other income-generating activities.

The project must comply with national law and International Labour Organisation (ILO) standards for labour management. Contractors must be responsible to ensure occupational and community health and safety as part of their works contracts.

7.2 Managing Environment and Social Risks

7.2.1 Framework for Risk Management

The framework for environmental and social risk management for SAAMBAT is the Royal Government of Cambodia's (RGC) Standard Operating Procedures (SOP) for internationally financed programmes/projects. This framework references compliance to RGC's General Guidelines of the MEF and safeguard policies of co-financiers, in this case EIB's Environmental and Social Standards, for components directly financed by EIB, and the International Fund for Agricultural Development's (IFAD) Social, Environmental and Climate Assessment Procedures (SECAP) for those financed by IFAD.

7.2.2 Environmental and Social Management Framework (ESMF)

An Environmental and Social Management Framework (ESMF) was prepared for SAAMBAT to meet IFAD requirements. The ESMF must be updated to meet the requirements of EIB (so, there will be one ESMF reflecting both IFAD and EIB requirements). The updated ESMF will include, inter-alia, detailed procedures for:

- Environment, Social and Climate Risk Assessments (ESCRA) at Economic Pole level;
- Environmental and Social Safeguards (ESS) screening of all infrastructure sub-projects;
- Preparation of sub-project Environmental and Social Management Plan (ESMP), where needed;

⁷ EIB (2019) SAAMBAT SUSTAINABLE RURAL DEVELOPMENT CAMBODIA
<https://www.eib.org/en/projects/loans/all/20190463>

- Procedures for mainstreaming ESS in construction contracts and in supervision;
- Procedures for preparing a Resettlement Plan (RP) in any case where involuntary resettlement or land acquisition is needed;
- Rules and procedures for voluntary land contributions, including limits on the size of voluntary land contributions and procedures for verifying that contributions are voluntary;
- Procedures for safeguarding the rights of indigenous ethnic minorities, including preparing an Ethnic Group Engagement Plan (EGEP) where needed.

The ESMF must also include guidelines for managing the following issues in line with the EIB Environmental and Social Standards and the SECAP Manual Guidance Notes:

- Ensuring that equal opportunities, worker's rights under the labour laws and regulations, and health and safety at work are respected in project implementation;
- Community health and safety, including avoiding accidents during construction, and avoiding or minimising road traffic accidents on the project roads;
- Ensuring no negative impacts on cultural heritage.

The ESMF will be updated by the Technical Services Provider SP1. So far as possible, in preparing these procedures SP1 will identify, adapt as needed and use standard procedures or procedures that have been used successfully on previous MRD projects. In particular, EIB has reviewed safeguards documents for the South East Asia Disaster Risk Management (SEA DRM) project for Cambodia, co-financed by World Bank, and found that these documents are consistent with EIB requirements. Therefore, SP1 should make reference to the SEA DRM documents in updating the ESMF.

Reference will also be made to relevant Guidance Statements annexed to the IFAD SECAP guideline⁸, in particular Guidance Statement 10 – Rural Roads.

After review, the Project Director will submit the ESMF to IFAD and EIB for No Objection. The ESMF must receive No Objection from the EIB before any works contract financed by EIB funds is signed.

7.2.3 Environmental, Social and Climate Risk Assessment (ESCRA)

For each Economic Pole with infrastructure activities, an Environmental, Social and Climate Risk Assessment (ESCRA) will be prepared by the Technical Services Consultant, SP1, and will be approved by the Project Director. The ESCRA is prepared by SP1 before conducting feasibility studies of infrastructure sub-projects. The ESCRA covers the whole of one Economic Pole and identifies the type and location of risks that may need to be studied at scheme level. Examples of risk include, but are not limited to:

- Location of environmentally sensitive areas (e.g natural wetlands, national parks and wildlife reserves etc) within the Economic Pole;
- Any major environmental concerns related to agriculture in the Economic Pole (e.g. pollution from excess use of fertilisers);
- Areas that may be sensitive for land conflicts;
- Areas where indigenous minority groups live or areas minority groups use for their livelihood;
- Evidence of climate change effects in the area
- Projected future climate trends
- Areas at high risk of climate related disaster (floods, droughts).

⁸ IFAD (2017): Social, Environmental and Climate Assessment Procedures – Managing risks to create opportunities. <https://www.ifad.org/en/document-detail/asset/39563472>

The SP1 will cross-reference the ESCRA with the Screening Checklist and the ESMP to verify which of the risks identified at project level applies in the EP.

7.2.4 Sub-Project Screening

For each infrastructure sub-project, the SP1 will carry out ESS screening based on the risks identified in the ESCRA and the ESMF. Screening procedures will include a pre-design meeting with the local community to identify potential negative impacts and also to identify opportunities for positive environmental or social impacts.

If there is a significant risk of environmental damage, the SP1 will then carry out a full Environmental Impact Assessment and prepare an Environmental and Social Management Plan (ESMP). If the infrastructure sub-project will require land acquisition or impact the rights of existing land users, the SP1 will assess and recommend to the Project Director (1) if land acquisition can be managed within the framework for voluntary land contributions; or (2) if involuntary resettlement is needed, so a Resettlement Plan must be prepared. For more information on and acquisition and resettlement see Section 7.2.5.

Design of infrastructure sub-projects will integrate any necessary measures to mitigate or minimise environmental impacts and to minimise impacts on land users;

In all cases, environmental management procedures will be included in construction contracts and implementation will be monitored by the SP1. For low environmental risk projects, a standard ESMP will be used.

7.2.5 Land Users Rights, Voluntary Land Contributions and Resettlement Plans

The ESMF will include a Resettlement Policy Framework (RPF) acceptable to the EIB.

The RPF will include:

- Guidelines for ensuring that land acquisition and involuntary resettlement are avoided or minimised;
- Guidelines for voluntary land contributions, including (1) limits on the size of land contributions that can be considered as voluntary; (2) process for preparing a voluntary land contribution plan and documenting voluntary land contributions; and (3) process for independently verifying that land users have been fully informed of their rights and have freely agreed to contribute land;
- Guidelines for cases where land acquisition cannot be managed in the framework of voluntary land contributions. In this case, called Involuntary Resettlement, it will be necessary to prepare a Resettlement Plan and compensate land users for their loss.

Where a Resettlement Plan RP is needed, it will be prepared following the guidelines and procedures of the RGC's Sub-Decree 22 and the Standard Operating Procedures for Land Acquisition and Resettlement (SOP-LAR)⁹. In this case, the General Department of Resettlement (GDR) of MEF will be responsible to prepare the RP and to pay compensation using RGC funds.

Civil works will not commence on any specific sub-project until it is confirmed that PAPs are treated in accordance with the principles of the project's RPF.

In all cases, procedures to safeguard the right of land users will be included in construction contracts and implementation will be monitored by the SP1. In all cases, including where no permanent land acquisition is needed, this will include requiring the contractor to prepare a Temporary Land Use Plan for areas such as borrow pits, site camps etc. The TLUP must be based on agreements between the contractor and the landowner and includes specifying the

⁹ [https://mef.gov.kh/documents/laws regulation/LAR-SOP-Final-13032018.pdf](https://mef.gov.kh/documents/laws%20regulation/LAR-SOP-Final-13032018.pdf)

final condition of the land when it is handed back to the land user. This will be monitored by SP1.

7.2.6 Protecting the Rights of Ethnic Minority Groups

If the sub-project causes impacts on any indigenous minority group, an Ethnic Group Engagement Plan (EGEP) will be prepared and implemented.

The ESMF will define the cases where an EGEP is needed and will include procedures for preparing the EGEP. The EGEP must be prepared through a process of consultation with the indigenous minority group, leading to Free, Prior, Informed Consent (FPIC) of the minority group to the proposed sub-project activities.

For sub-projects with EIB funding, the EGEP must be submitted to the EIB for No Objection before approval of the sub-project.

7.2.7 Environmental and Social Safeguards in Contract Management

All works contracts for SAAMBAT will include an Environment, Social, Health and Safety (ESHS) Specification. Compliance with the ESHS specification will be mandatory and will be verified as a condition of payment. The ESHS Specification will include:

- Standard provisions for compliance with labour standards;
- Standard provisions for ensuring occupational health and safety, including use of personal safety equipment and safe working practices on construction sites;
- Standard provisions for ensuring community health and safety, including safe traffic management etc on construction sites;
- Standard provisions for avoidance and mitigation of air, water, land and noise pollution and management of solid waste on construction sites;
- Standard provisions for chance finds of tangible cultural heritage; and
- Relevant provisions from the sub-project ESMP related to specific risks of the sub-project.

The format and standard provisions of the ESHS Specification will be prepared by the service provider SP1 and annexed to the ESMF.

The ESHS Specification will be included in all tender documents for works.

The supervising engineer must check and certify compliance with the ESHS Specification before release of each payment to the contractor.

7.2.8 EIB Requirements on financed sub-projects

The MRD undertakes to implement each sub-project in accordance to the finalised PIM, the ESMF, the RPF or the EGEF, or equivalent, and in accordance to EIBs Environmental and Social Standards, and will consult with EIB prior to entering into any material amendments to these documents. For all sub-projects supported by the EIB framework loan, the MRD shall submit, if required in accordance with the ESMF, and to the satisfaction of the Bank, the following documents:

- an Environmental Impact Assessment (EIA) or Initial Environmental Examination (IEE);
- an Environmental and Social Management Plan (ESMP);
- an Ethnic Group Engagement Plan (EGEP);
- an approved Resettlement Plan (RP);
- a Stakeholder Engagement Plan (SEP);
- any environmental or building permits required in connection with the sub-project;

- a written confirmation that the sub-project has no significant adverse impacts on ethnic groups, does not lead to loss or damage to cultural property and has no significant impact on protected nature areas;
- a written confirmation that the Promoter has all funds necessary to implement the project and the RP;
- Sub-Project Environmental and Social Management Plan (ESMP);
- Evidence that the ESMP is integrated in the work contracts;
- Voluntary Land Contribution due diligence report for sub-projects where Voluntary Land Contribution is acceptable;
- Copy of all free, prior and informed consent (FPIC) documentation in case the sub-project has impacts on indigenous groups.

7.3 Climate Change Adaptation Principles

Moderate climate risk category means that the project is not expected to increase the climate vulnerability of the target communities. However, climate change may potentially impact on agriculture value chains supported by the project. Climate risk assessment and appropriate climate-proofing measures must be integrated in infrastructure feasibility study, design and construction for the project.

The EIB's Climate Risk Assessment tool highlighted flooding, landslides, drought and sea-level rise as high risks. All these events may have a major impact on road infrastructure.

Climate change adaptation must be mainstreamed in project planning, design and implementation of activities. This primarily affects Component 1. However, climate change adaptation may also be relevant to some proposed activities under Component 2.

7.3.1 Climate Vulnerability Assessment

Climate Vulnerability Assessments are prepared by District and Commune level administrations as a part of their Development Planning process. A procedure for climate vulnerability assessment based on the Vulnerability Reduction Analysis (VRA) methodology is included in the official guidelines for Commune Development Plan and District Development Plan issued by Ministry of Planning and NCDD-S.

However, District and Commune administrations find it challenging to carry out this process without assistance. In Districts implementing climate resilient infrastructure under Component 4 of ASPIRE, NCDD-S supports climate vulnerability assessments following the Development Planning guideline.

In Districts with ASPIRE Component 4, the Environment, Social and Climate Change Risk Assessment will make use of the District Vulnerability Assessments to identify the type and location of climate-related risks. In other areas, SAAMBAT will liaise with ASPIRE and NCDD-S to explore options for supporting vulnerability assessments in the planning process.

7.3.2 Climate Proofed Design

General climate related risks will be identified by the ESCRA and the feasibility study will identify how these risks affect each sub-project.

SP1 will integrate climate change adaptation measures in design of sub-projects to ensure that the outputs are not at risk of damage from climate conditions or extreme climate events, taking existing technical standards and expected future climate change trends into account. SP1 will make use of climate proofed designs prepared by previous MRD projects where these are cost-effective for the SAAMBAT sub-project, in addition to sustainable and appropriate designs identified in international guidance and good practice. Key issues for climate-proofing road sub-projects are likely to include:

- Ensuring that cross-drainage structures are adequately designed to handle future climate trends based on an estimate maximum fifty-year flood event;
- Ensuring that embankments are high enough to avoid road pavements being submerged during extreme (estimated fifty-year maximum) flood events;
- In case that this is the most cost-effective solution, use of concrete paving for roads that are likely to be submerged in extreme flood events;
- Protection of earthworks against erosion by flood flows;
- In areas of steep topography, consider risks of landslide that may be made more severe by increased intensity of rainfall and / or by deforestation.

SP1 will also take into account the impact of the road construction and road drainage design on drainage patterns in the area. This may include considering how the road infrastructure may assist in flood protection, drainage and water management. Any measures shall be selected based on sustainable development principles.

7.4 Mainstreaming Climate Change Adaptation in Component 2

SAAMBAT Component 2, Skills, Technology and Enterprise, is not expected to result in significant negative environmental or social impacts or climate risks.

For some types of activity, there may be opportunities to mainstream climate change adaptation in Component 2 activities. Examples could include:

- Consideration of the likely effects of climate change, and need for new skills for climate change adaptation, in the needs assessment for skills training (SC2.1);
- Support to young entrepreneurs with business ideas that support climate change adaptation (SC2.1);
- Development of uses of existing digital technology to support climate change adaptation (SC2.2);
- Development of innovative digital technology applications to support climate change adaptation (S2.2).

7.5 Costs of Environmental and Social Safeguards and Climate Change Adaptation

Costs of environmental and social safeguards and climate change mainstreaming will include:

- The costs of the Environment, Social and Climate Risk Assessments (ESCRA),
- The costs of sub-project level risk analysis and preparing risk management plans;
- The costs integrating climate-proofing measures into the designs,
- The costs of implementation of climate-proofing measures (and any other costs that the risk management plans impose on contractors);
- The costs of monitoring and ensuring compliance with the risk management plans and safeguard measures.

The Special Services Provider 1 (Technical Consultant) is responsible for the ESMF, ESCRA, ESMP and for implementing safeguards and climate change proofing in the study, design and supervision of infrastructure sub-projects. These tasks must be clearly identified in the SP1 TOR. Therefore, the costs of these activities are part of the budget line for the SP1.

Additional costs of constructing infrastructure to climate-proofed standards, and any additional costs of implementing safeguards that are the responsibility of the construction contractor (for example, environmental protection measures during construction) are part of the cost of the construction contracts under Component 1, The measures (design features) related to climate change adaptation (over and above existing technical standards) shall be identified and their costs as a proportion of the overall cost of the sub-project are to be reported to the EIB through its allocation procedure.

Component 1 includes a specific budget line for additional costs related to safeguards and climate change adaptation. This budget line can be used for the costs of participatory meetings, trainings etc related to vulnerability assessments, safeguards studies and related topics.

8 Road Safety

 This section of the PIM describes how road safety principles will be implemented in SAAMBAT.

8.1 Road Safety Principles

Procedures in relation to road safety are to be followed for rural roads under SAAMBAT: Component 1. This shall include a road safety impact assessment (RSIA) and road safety audits. This is in line with the EIB Transport Lending Policy (2011) where road safety audits or inspections shall also be performed on projects in line with the principles of the EU Road Safety Directive to promote good practice.

8.2 Road Safety Impact Assessment

RSIA shall be carried out at the initial planning stage before the infrastructure project is approved. The RSIA shall indicate the road safety considerations which contribute to the choice of the proposed solution. It identifies road safety problems, needs and benchmarks and includes a pedestrian safety assessment. It shall further provide all relevant information necessary for a cost-benefit analysis of the different options assessed. The RSIA can either be prepared as a stand-alone document, as part of the feasibility study, or as part of an Environmental and Social Impact Assessment.

The following description are of the elements that need to be considered as part of RSIA. The results of the RSIA's cost-benefit analysis can be used directly in feasibility studies.

Elements of a road safety impact assessment:

- Problem definition;
- Current situation and "do nothing" scenario;
- Road safety objectives;
- Analysis of impacts on road safety of the proposed alternatives;
- Comparison of the alternatives, including cost-benefit analysis;
- Presentation of the range of possible solutions.

Elements to be taken into account:

- Fatalities and accidents, reduction targets against "do nothing" scenario;
- Route choice and traffic patterns;
- Possible effects on the existing networks (e.g. exits, intersections, level crossings);
- Road users, including vulnerable users (e.g. pedestrians, cyclists, motorcyclists);
- Traffic (e.g. traffic volume, traffic categorisation by type);
- Seasonal and climatic conditions;
- Presence of a sufficient number of safe parking areas;
- Seismic activity.

8.3 Road Safety Audits

Road safety audits (RSA) are to be applied on projects financed by multi-lateral development banks (MDB) including the EIB. Road Safety Audits must be subject to decision-making by the responsible authority, and this should be documented.

Accordingly, MRD will recruit on a retainer basis a senior road safety expert who will be responsible for RSA. This will include (1) audits of design drawings; and (2) periodic visits to audit as-constructed roads.

RSA will be carried out for all DBST and concrete road sub-projects. RSA identifies safety shortcomings in the design of a road and recommends improvements while the project is still at design stage. This can add considerable value to projects, particularly in countries where road safety is not well integrated into design standards.

RSA reports must be prepared before project completion and during early operation in line with the principles of the EU Road Safety Directive, provided to the EIB with confirmation from MRD-PMU that the recommendations have been integrated in the project or - for measures that cannot be implemented - justification for their exclusion and alternative solutions

The questions the road safety audit should cover include:

- What problems were identified?
- What solutions are suggested by the RSA team?
- Can the responsible authority accept them or not?
- If not – why not? What alternative measures will be applied instead?

RSA in SAAMBAT will be carried out in four stages:

- Stage 1: Draft design stage – audits of draft design drawings;
- Stage 2: Detailed design stage – audits of detailed design drawings before tendering;
- Stage 3: Pre-opening stage – inspections of completed roads before they are opened to traffic;
- Stage 4: Early operation – inspections of roads in operation within six months of completion.

All four audit stages should ideally be applied to major road projects. On smaller projects, one audit of the detailed design stage may be sufficient. This shall be determined by during the course of the project.

The RSA shall be undertaken by trained auditors according to international good practice. The Road Safety Auditor shall carry out the audit of initial design/on the detailed design/before opening in accordance e.g. the PIARC Road Safety Audit Guidelines for Safety Checks of New Road Projects (2011R01). The audit of project information and drawings will take place as a desk study but an inspection of the entire road and consultations with the design team, client and (if relevant) supervising engineer and contractor will also be required.

The following should be included in the management and implementation of road safety:

- The TOR for the technical consultant SP1 should include recruitment of a road safety specialist. The specialist will be responsible for safety in design, requests for independent RSA in accordance with EU Directive, timely integration of RSA recommendations, and approval of Traffic Management Plans from the Contractor during construction.
- Appointment of a specialist within the contractor's team responsible for road safety management during construction, for preparation, approval and implementation of Traffic Management Plans, and for integration of RSA recommendations during construction and early operation;
- Appointment of an independent road safety auditor.

The sub-project components related road safety shall be identified and their costs as a proportion of the overall cost of the sub-project is to be reported to the EIB through its allocation procedure.

9 Gender Action Plan

 This section of the PIM describes how gender mainstreaming principles will be implemented in SAAMBAT through a Gender Action Plan.

SAAMBAT will ensure that all project supported activities will mainstream gender and promote economic empowerment of women. This will be done through preparation and implementation of a Gender Action Plan (GAP). The GAP will be prepared during the project start-up phase. Preparation of the Gender Action Plan will be led by PMU in MRD with the involvement of MEF. The Gender Focal Point in MRD will be invited to support preparation of the Gender Action Plan. Ministry of Women's Affairs (MoWA) will be invited to review and comment on the SAAMBAT Gender Action Plan.

The Gender Action Plan will include at least the following topics:

- Define gender mainstreaming principles to be followed by all SAAMBAT implementation activities;
- For Component 1, in relation to rural roads, the EIB Environmental and Social Standards and the EIB Strategy and Gender Equality and Women's Economic Empowerment shall be referenced.
- Awareness raising to ensure that all SAAMBAT stakeholders are aware of gender mainstreaming principles, and the practical implications for their responsibilities in implementing SAAMBAT;
- Strategy to ensure that gender targets specified in the Logframe are achieved in each sub-component of SAAMBAT;
- Ensure that the SAAMBAT M&E system records data needed to verify gender targets in the logframe;
- Outline work plan for the Gender and Targeting Specialist in PMU;
- Liaison and cooperation with MRD Gender Focal Point and with MoWA.

Recruitment procedures for staff, individual consultants and service providers in SAAMBAT will actively promote and encourage employment of women, particularly in areas where women are under-represented. The Gender Action Plan will include guidelines for preparing TOR and other recruitment procedures to achieve this.

The Gender Action Plan will highlight actions needed to ensure gender equity and due consideration of women's needs in each component and sub-component. In particular:

- The MSP should ensure adequate representation of women stakeholders, and that women stakeholders are encouraged to advocate for women's needs;
- Design of infrastructure should take women's needs into account, based on stakeholder consultations, and should identify opportunities to adapt designs to increase benefits to women;
- Women's access to RET, and support to RET applications that specifically address women's needs, will be encouraged. Likewise, water management activities will be designed taking women's needs into consideration;
- In SC2.1, the needs assessment should take full consideration of (1) types of training that are likely to be preferred by women trainees; and (2) ensure that women have full

access to training, including consideration of how location and timing of trainings may affect women differently from men;

- Also in SC2.1, women entrepreneurs, and business ideas that meet the needs of women, will be particularly encouraged in the Rural Business Incubator;
- In SC2.2, women's access to and use of digital technology will be enhanced, including identifying uses of existing digital technology or innovative digital applications that meet women's needs;
- Also in SC2.2, women digital developers and entrepreneurs will be encouraged;
- Under 2.2, digital technologies or apps that could contribute to reduced/ more equitable workloads for women (develop efficient tools for women's activities) will be encouraged.

The Gender and Targeting Specialist in PMU will be responsible for monitoring implementation of the Gender Action Plan in coordination with other stakeholders. The Gender Action Plan will be reviewed by IFAD and the EIB during project supervision. The Gender Action Plan will be updated as needed during project implementation.

The Gender Action Plan will also ensure contributions to the three IFAD Gender Policy objectives (promote economic empowerment; enable women and men to have equal voice and influence; achieve a more equitable balance in workloads and in the sharing of economic and social benefits).

10 Stakeholder Engagement and Transparency

☞ This section of the PIM describes principles and procedures for stakeholder engagement in implementation of SAAMBAT including active participation of beneficiaries in planning, implementation and M&E. The section describes transparency arrangements including public release of project documents and management of issues and complaints raised by stakeholders.

10.1 Participatory Methods

SAAMBAT is committed to engage stakeholders including project beneficiaries as participants in the implementation process. In relation to Component 1: rural roads, the EIB Environmental and Social Standards shall be followed as appropriate.

SAAMBAT is committed to a transparent approach allowing stakeholders including project beneficiaries access to the maximum amount of information about the project, its planned activities and outputs, implementation process and results.

Stakeholder engagement and transparency result in a better project because:

- Stakeholders' knowledge about the local situation, and the needs and priorities of beneficiaries, are integrated into the design of project outputs;
- Stakeholders and beneficiaries can assist in monitoring implementation and can provide ideas and advice;
- If any problem occurs, stakeholders and beneficiaries can tell the project management about it so the problem can be solved before it becomes more serious.

The primary method of stakeholder engagement in SAAMBAT is through the Multi-Stakeholder Platform (MSP). The MSP will conduct a special meeting to propose SAAMBAT project outputs and will reflect on progress in future meetings.

SAAMBAT will also engage with stakeholders in the following ways:

- For infrastructure sub-projects, there will be a pre-design meeting with the local community. This meeting will (1) disseminate information about the proposed sub-

project; (2) identify any environment or social risks; (3) ask for ideas from the local community to improve the design or achieve additional benefits from the sub-project; and (4) ensure that local authorities and the local community know how to communicate with the project in case of need;

- Community representatives will be engaged in monitoring implementation of infrastructure sub-projects, especially implementation of environmental management plans and land acquisition plans;
- Stakeholder engagement for RET, skills development and digital technology activities will be based on the business clusters supported by AIMS and ASPIRE. For skills training, the needs and priorities of rural youth will be identified through focus groups and individual interviews;
- The Annual Outcome Survey and the Major Impact Survey will make use of focus group discussions with project beneficiaries.

10.2 Publishing Project Information on the Website

In line with IFAD, EIB and RGC policies, SAAMBAT will publish the maximum possible amount of information on the project website.

Project documents to be made available include:

- Project ESMF
- Sub-Project ESMP
- Resettlement Plans, where prepared;
- EGEF, where prepared;
- ...[list of documents to be disclosed]

10.3 Procedure for Handling Issues and Complaints

SAAMBAT will also provide the opportunity for stakeholders to raise concerns or submit formal complaints. Complaints and concerns may be raised through one of the following channels:

- Directly with project staff and consultants;
- Through local authorities;
- By telephone to SAAMBAT PMU;
- Through the SAAMBAT website.

Contact numbers for SAAMBAT PMU and details of how to communicate with the project through the website will be disseminated to stakeholders in the project areas.

SAAMBAT will follow a formal procedure to record and investigate any issues or complaints raised. The procedure will be consistent with SOP Manual Section C Sub-section (viii), paragraph 43. The following procedure is followed:

One staff member of PMU is assigned to record and manage issues and complaints;

All SAAMBAT staff members and consultants must know that if an issue or complaint is raised, unless they can solve the problem immediately, they must notify the responsible staff member in PMU;

The responsible staff member must keep a clear record including:

- Date the complaint or issue was notified;
- How the complaint or issue was notified;
- Name and contact number of the person raising the issue or complaint, if known;

- Details of the issue of complaint, including exact information such as dates, places etc if known;
- After recording the issue or complaint, the responsible staff member reports to the Project Manager who decides what action to take;
- All issues and complaints should be followed up. Findings and actions taken must be recorded by the responsible staff member.
- The records of the issues and complaints procedure must be available for inspection by the IFAD supervision mission and for audit.

In addition, project stakeholders have the right to raise grievances through other channels as described in the SOP Manual Section C Sub-section (viii), paragraph 43. Procurement related complaints are handled in accordance with SOP Manual Section G sub-section 5, paragraph 139. One advantage of an effective system for responding to issues and complaints internally is that stakeholders do not feel they need to refer issues and complaints to outside institutions.

11 Monitoring, Evaluation and Knowledge Management (M&E and KM)

☞ This section of the PIM describes the Monitoring and Evaluation arrangements for SAAMBAT including:

- Purpose of M&E and knowledge management;
- Types of data collected;
- M&E tools (methods of data collection);
- M&E responsibilities;
- How new knowledge and lessons learned from SAAMBAT implementation is identified, documented and shared.

11.1 Basis of SAAMBAT M&E System

The SAAMBAT M&E System complies with standards and guidelines from RGC, from IFAD and from the EIB. In particular, it conforms with:

- The IFAD Online Results Monitoring System (ORMS);
- The Evaluation Manual prepared by IFAD's Independent Office of Evaluation (IOE);
- IFAD Knowledge Management Strategy; and
- M&E requirements of RGC's Standard Operating Procedures (SOP).

In line with IFAD's global Development Effectiveness Framework, M&E and Knowledge Management in SAAMBAT will be guided by the following objectives:

- Strengthening the focus on results through the project cycle;
- Enhancing self-evaluation and learning for results;
- Fostering and the use of evidence in project management.

11.2 Program M&E

SAAMBAT is designed to deliver its results through close cooperation with other projects in the IFAD Country Strategic Opportunities Program (COSOP) and with projects financed by other development partners. In the future, RGC and IFAD intend to introduce program M&E approach in which outcomes and impacts will be measured for the whole program using integrated tools and methods.

In the SAAMBAT design, M&E remains mainly at project level. However, SAAMBAT M&E will share tools, methodology and indicators with other projects:

- SAAMBAT M&E contributes to measurement of combined indicators in the COSOP;

- SAAMBAT will make use of data on beneficiary households collected through the Management Information Systems (MIS) of ASPIRE and AIMS, where relevant.

11.3 Purpose of M&E and Knowledge Management

M&E and Knowledge Management in SAAMBAT has the following purposes:

- Measure and assess progress towards the Project Development Objective and the project Outreach target;
- Measure and demonstrate the results (Outputs, Outcomes and Impacts) achieved by the project;
- Ensure project management have full, accurate and timely information on progress including identifying challenges and formulating responses;
- Ensuring IFAD project supervision has adequate information to assess project performance;
- Measure Value for Money: cost of achieving the outputs. Where possible, Value for Money will also measure the cost of achieving outcomes;
- Raise awareness of project achievements, share knowledge and support partnership building

11.4 Project Monitoring Data

The SAAMBAT M&E system measures the following types of data:

- Type, quantity location and cost of project outputs;
- Technical data, including traffic counts before and after construction on roads;
- Data on road traffic fatalities annually on sub-project road lines, beginning with data for the year previous to the feasibility study and continuing to the end of the project;
- Number, characteristics and location of project beneficiaries. Wherever possible, beneficiaries will be individually identified and counted separately by gender, age group and poor / non-poor;
- Indicators in the project logframe. There are four levels of indicators:
 - Output Indicators
 - Outcome Indicators
 - Impact Indicators
 - Outreach indicator.
- Additional indicators in the COSOP results framework
- Progress indicators including:
 - Achievement against annual targets in the AWPB;
- Additional qualitative information (that cannot be expressed in numbers). This includes:
 - Beneficiary satisfaction: what are the views of the project beneficiaries on SAAMBAT process and outputs?
 - Information on how the project outputs resulted in the observed outcomes (cause and effect);
 - Lessons learned from project implementation;
 - Opportunities identified (e.g. activities that are not in SAAMBAT design but could contribute effectively to the project objectives, if added to SAAMBAT or included in a future project).

11.5 Data Collection Tools

SAAMBAT monitoring data is collected using the following tools:

- Reporting by Service Providers (including technical data)
- Annual Outcome Survey;
- Major Impact Survey;

- Studies of specific topics, as needed (Special Studies)

11.5.1 Reporting by Service Providers

All service providers (SP) are required to report data needed for the M&E system. These requirements are included in the Service Provider TOR. If the TOR does not require specific M&E staff for the service provider to carry out these responsibilities, the work must be done by the technical staff.

SP1 (Technical Consultant) will collect and report on the following types of data:

- Physical location and type of infrastructure outputs (including GIS maps and data); unit costs and construction progress;
- Environmental and social impacts of infrastructure outputs;
- Traffic counts, before and after construction for hard-paved roads;
- Estimated traffic, before and after construction, for gravel roads;
- Road traffic accident data, before and after construction, hard-paved roads;
- Count of roadside businesses, before and after construction, for hard-paved roads;
- Before-and-after data on:
 - Ferry crossing: traffic count; frequency of ferry operation; cost per passenger / vehicle;
 - Market improvement: Number and total area (square metres) of market stalls; traffic count on road(s) into and out of the market;
 - Collection point / logistical facility: volume of commodities traded through the facility each day (e.g. kg of vegetables).

SP1 (Technical Consultant) is responsible to carry out traffic counts for all roads before and after construction. Detailed traffic counts will be taken for DBST roads. Traffic count estimates will be made for laterite roads. Outline specifications for the traffic counts are provided in the TOR for SP1. Detailed proposals for the traffic count methodology are required in the SP1 Inception Report.

SP1 will obtain data from available sources (most likely, police records) on road accident fatalities on each DBST and concrete road sub-project, beginning with data for the year previous to the feasibility study and continuing until the end of the project.

SP2 (Skills Development) will report on:

- Enter data on pre-training courses and other outputs in the MIS;
- Enter data on all trainees in MIS
- Date of completion of the pre-training course
- Skills pathway (national training course, local training course or own business start-up)
- Which training course the trainee was assigned to;

SP2 will select a random sample of trainees assigned to national and local training courses and will follow up with those trainees annually until the end of the project, to record:

- Current occupation
- Income
- Satisfaction with the training received

SP3 (Digital Technology) will report on:

- Enter data on training courses and other outputs in the MIS
- Enter data on trainees in the MIS
- Monitor and report on use of digital technology by beneficiaries.

More details on the reporting requirements are included in the TOR for SP2 and SP3 (Annex 3).

11.5.2 Annual Outcome Survey

The Annual Outcome Survey will start in PY3. The results of the Annual Outcome Survey are reported in the Annual Report.

The Annual Outcome Survey measures the Outcome Indicators in the Project Logframe.

Each Implementing Agency is responsible for the Annual Outcome Survey for the component it is responsible for.

The methodology of the Annual Outcome Survey will be developed by SAAMBAT PMU in consultation with the implementing agencies and with IFAD.

11.6 Major Impact Survey

11.6.1 Purpose and Indicators

The primary purpose of the Major Impact Survey is to measure progress against the Impact level and Outcome level indicators in the Project Logframe. The Major Impact Survey will also collect background data to demonstrate the effectiveness of the SAAMBAT project approach and to improve knowledge for further development of IFAD Country Program strategy.

The indicators to be measured by the Major Impact Survey are:

Level	Indicator	Baseline	Mid-Term	End Target
Outreach	Households receiving services promoted or supported by the project <ul style="list-style-type: none"> Number of household members Male, female, youth 	n/a	75,000	227,000
Objective	Direct project beneficiaries experiencing at least 25% increased earnings-per-day from on-farm or off-farm work <ul style="list-style-type: none"> Females (target 50%) Youth (target 50%) 	n/a	60,000	120,000
Outcome	Households reporting improved physical access to markets, processing and storage facilities	n/a		160,000
Outcome	Households reporting reduced variability of earnings with climate conditions	n/a	20,000	60,000
Background	Rural youth employed in jobs requiring vocational skills			n/a
Background	Number of small and medium enterprises owned by rural people			n/a

Background	Number of people employed by small and medium enterprises			n/a
Background	Number of people with access to smartphone / internet technology			n/a
Background	Number of people using smartphone / internet technology for any purpose related to livelihood			n/a

11.6.2 Sampling Strategy

The Major Impact Survey will be based on a random sample of households selected in 15 out of the 50 Economic Poles (EP). Five EP will be selected by single-stage random draw from the EP in each stage (i.e. 5 from 16 in 2020, 5 from 16 in 2021 and 5 from 16 in 2022). In each EP, two Communes with the highest concentration of SAAMBAT infrastructure investments (by value of investments within the territory of the Commune) and one Commune with no infrastructure investments, or with the lowest concentration of infrastructure investments, will be selected. An equal number of households will be sampled in each Commune, regardless of the population size of the Commune. Three villages will be selected in each Commune, at different distances from the largest infrastructure investment (e.g. road). An equal number of households will be selected for interview in each village.

11.6.3 Survey Instrument

The Major Impact Survey will use a household questionnaire which will be the same throughout each round of the survey. Design of the questionnaire will take account of:

- Collection of the full data required to evaluate the key indicators;
- Efficient use of time: avoid over-length questionnaires and minimise collection of data that will not be used directly to evaluate the indicators;
- Ensure that the wording of the questions will be easily understood by rural Cambodians.

11.6.4 Analysis

The survey provider will use survey data to determine a relationship between household distance from SAAMBAT infrastructure and use of the infrastructure. The survey provider will apply the relationship to secondary demographic data (e.g. from Commune Database or Census 2019) to estimate the total numbers of beneficiaries of SAAMBAT infrastructure.

Indicators will be disaggregated by:

- Members of households benefiting from / not benefiting from SAAMBAT infrastructure investments;
- Female, male, young (<30 years old).

All estimated indicator values will be reported with a standard 5% confidence interval calculated by standard methods to be agreed with MRD-PMU.

A detailed TOR for the Major Impact Survey is provided in Annex 3.

11.6.5 Special Studies

In addition to the general data collection methods. SAAMBAT supports studies on specific topics. The purpose of these studies is to generate new knowledge and help develop policy and program strategy. These studies are funded under SC2.3 of SAAMBAT.

11.7 Reporting and Knowledge Management

The following methods are used to analyse and report the data collected by the SAAMBAT M&E system:

- Project Website
- Project Dashboard
- Geographic Information System (GIS)
- Semi-Annual and Annual Reports;
- Value for Money Analysis
- Updated Project Logframe;
- Updated COSOP Results Framework;
- Knowledge Products

11.8 Project Website

SAAMBAT will create a Project Website that will:

- Present information about the purpose and design of SAAMBAT
- Link to other websites related to the IFAD Country Program
- Summarise progress
- Highlight achievements
- Include links to the MIS, the Project Dashboard, GIS etc
- Download knowledge products
- Find contact information
- Submit complaints, if necessary.

11.9 Project Dashboard

The Project Dashboard is a summary of project progress. It is based on information in the MIS, financial reporting and IFAD Supervision Mission reports. The Project Dashboard includes:

- Target areas, beneficiaries and activities
- Progress to AWPB targets
- Outputs
- Outcomes (based on the Annual Outcome Survey)
- Updated Project Logframe
- Disbursement by component
- Performance Ratings, based on Supervision Mission reports.

11.10 Geographic Information System (GIS)

The Geographic Information System (GIS) will analyse and present data using maps and charts to illustrate:

- Locations of SAAMBAT Economic Poles and outputs
- Number, location and type of beneficiaries
- Characteristics of the Economic Poles
- Outcome Indicators, by Economic Pole
- Other geographic data that helps users to understand the progress and results of SAAMBAT.

11.11 Six-Month and Annual Reports

Six-Month and Annual Reports are summary reports based on data collected. There should be no need to collect additional data specifically for the Six-Month and Annual Reports. Most data are in the MIS or are based on financial reports. The Six-Month report should include a

short narrative section focussing on challenges and proposed solutions. The Annual Report should have a longer narrative section but there is no need for the narrative to repeat the information presented in tables.

Each implementing agency is responsible to prepare a six-month and annual progress report. Minimum requirements for the six-month and annual progress reports are:

- Activities completed
- Outputs completed
- Progress against AWPB targets
- Disbursement (the six-month report should include an updated projection of disbursement up to the end of the year);
- The Annual Report should include results of the Annual Outcome Survey (after PY3)
- Challenges faced and proposed solutions.

The Six Month and Annual Progress Reports shall contain the following information for EIB:

- A brief update on the EIB Technical Description, explaining the reasons for significant changes vs. initial scope;
- Update on the date of completion of each of the main project activities and sub-projects, explaining reasons for any possible delay;
- Update on the cost of the project, explaining reasons for any possible cost variations vs. initial budgeted cost;
- A description of any major issue with impact on the environment;
- Update of the procurement plan;
- Update on the project's demand or usage and comments;
- Any significant issue that has occurred and any significant risk that may affect the project's operation;
- Any legal action concerning the project that may be on-going;
- Non-confidential project-related pictures, if available.

The Six-Month Report must be submitted to MEF, EIB and IFAD no later than 31 July each year. The Six-Month report is a summary factual report about physical implementation of the project. The Six-Month Report is submitted together with the six-month Financial Progress Report.

11.12 Post-Completion Report

The following information on project completion and initial operation shall be provided to EIB approximately 15 months after completion.

Project Post-Completion Report, including:

- A final Technical Description of the project as completed, explaining the reasons for any significant change compared to the Technical Description in A.1.;
- The date of completion of each of the main project's components, explaining reasons for any possible delay;
- The final cost of the project, explaining reasons for any possible cost variations vs. initial budgeted cost;
- Employment effects of the project: person-days required during implementation as well as permanent new jobs created;
- A description of any major issue with impact on the environment or social impacts;
- Update on procurement procedures and explanation of deviations from the procurement plan;

- Update on the project's demand or usage and comments;
- Any significant issue that has occurred and any significant risk that may affect the project's operation;
- Any legal action concerning the project that may be on going;
- Non-confidential project-related pictures, if available;
- An update on the following Monitoring Indicators:
 - Length of road built or upgraded (lane x km)
 - Beneficiaries (AADT)
 - Road fatalities saved (per year)

11.13 Value for Money Analysis

The purpose of Value for Money (VFM) Analysis is to analyse the costs of producing each type of output in the SAAMBAT logframe, including:

- Cost per unit of output;
- Cost per beneficiary;
- Cost of achieving Outcome Indicators, based on the Annual Outcome Survey from PY3 on.

The Value for Money Analysis should not only present data on SAAMBAT but should compare:

- Are SAAMBAT costs the same, higher or lower than costs of similar outputs in other projects? If they are higher or lower, what is the reason?
- Can we learn which types of outputs contribute most cost-effectively to outcomes?

VFM is based on information on outputs and costs in the MIS and on data from SAAMBAT financial reports.

The VFM Analysis should be reported annually in the Annual Report.

11.14 Updated Project Logframe

Each year, the Project Logframe (Annex 1) is updated based on the latest available information on indicators at each level (Output, Outcome and Impact).

The project logframe should be updated in preparation for the IFAD Supervision Mission each year.

The Updated Project Logframe can be accessed on the Project Website and is annexed to the Project Annual Report.

11.15 Updated COSOP Results Framework

Each year, SAAMBAT provides data on the contribution made by SAAMBAT to achievement of relevant indicators in the COSOP Results Framework. For the COSOP 2013-21, the relevant indicators are:

COSOP Strategic Objective SO1: Poor smallholders enabled to take advantage of market opportunities

- 15 innovation sub-projects at different development stages approved for financing. Sub-projects under SAAMBAT SC2.2 count towards this indicator;
- At least one scheme integrating infrastructure and business development services for smallholder market products is successfully demonstrated. This requires demonstration of linkages between SAAMBAT Component 1 and Component 2 in at least one Economic Pole.

COSOP Strategic Objective SO2: Poor rural households and communities increase resilience to climate and other shocks.

- At least 50% of COSOP local level investments targeted to the most vulnerable 40% of Communes, as measured by the Commune Vulnerability Index of Ministry of Environment.

COSOP Strategic Objective SO3: Poor Rural Households improve access to strengthened rural service delivery by Government, civil society and private sector agencies.

- At least one major policy study and associated publication will be produced, discussed with stakeholders and disseminated. The feasibility study for wholesale markets for safe vegetables (SC2.3) will count towards this indicator.

However, a new COSOP will be adopted by 2021. Therefore, the COSOP indicators reported by SAAMBAT will change by PY2.

11.16 Knowledge Products

SAAMBAT will support the production of a number of high-quality knowledge products. A knowledge product may be:

- A document such as a report, research paper or policy brief;
- Audio-visual materials such as video clips;
- Knowledge products formatted for Internet dissemination.

Knowledge products are based on the data and reports generated by the SAAMBAT M&E system and on strategic and policy studies. Before publishing as a knowledge product, the material should be:

- Reviewed and improved by further data analysis, where needed;
- Review the content for accuracy and consistency, with review preferably by an independent expert;
- Ensure the knowledge product makes a real contribution to knowledge (it does not just repeat information or findings that specialists working in agriculture development or rural development in Cambodia are already familiar with);
- Present the knowledge product to a high professional standard (document editing, video production etc).

Knowledge products should be short and accessible: for a major report, it is better to prepare a short summary to a high standard, rather than publish the whole report.

Knowledge products should be presented and discussed at workshop or seminar events where leaders and decision-makers of government, development partners and private sector are present.

11.17 M&E Roles and Responsibilities

11.17.1 PMU

SAAMBAT PMU has overall responsibility for monitoring and evaluation of SAAMBAT. Under the Project Director, the Project Manager is responsible for ensuring that the M&E Workplan is completed on time and to a high standard. The Project Manager is assisted by:

- The M&E Officer;
- The M&E Adviser;
- Short-term consultants, e.g. for development of the MIS and GIS systems.

SAAMBAT PMU will:

- Prepare the annual M&E Work Plan in consultation with the implementing agencies;
- Prepare, implement and manage the MIS and GIS systems;
- Liaise with service providers SP1, SP2 and SP3 to ensure they provide monitoring data as required by their TOR;
- Contract service provider SP4 to conduct the Major Impact Survey;
- Liaise with implementing agencies to plan preparation of the Six-Month Report and Annual Report;
- Review and consolidate the Six-Month Report and Annual Report, and prepare summary sections;
- Prepare the Value for Money Analysis;
- Maintain and update the project website and the Project Dashboard;
- Update the Project Logframe;
- Report on SAAMBAT contribution to relevant COSOP indicators;
- Manage production of knowledge products.

11.17.2 PDRD and SAAMBAT Facilitators

PDRD and the SAAMBAT Facilitators have an important M&E function. They:

- Work with the Service Provider SP1 to collect monitoring data on infrastructure outputs, and enter the data into the SAAMBAT MIS;
- Liaise with RET suppliers (SC1.2) and service providers SP2 and SP3 (SC2.1 and SC2.2) to ensure that relevant data are entered in the MIS;
- Support the Annual Outcome Survey;
- Collect and report other field data as needed.

SAAMBAT facilitators will be trained in use of the MIS and will have a general function to support the MIS at local level.

11.17.3 MEF-PIU

MEF-PIU is responsible to ensure that monitoring data for Component 2 are collected and reported.

Most data will be collected by the service providers SP2 and SP3 through the MIS. Service providers will be responsible to enter data directly in the MIS using their own mobile devices (smartphone, tablet or PC) for the purpose.

MEF-PIU prepares the Six-Month Report and Annual Report for Component 2.

11.18 M&E Work-Plan

An M&E Work-Plan will be prepared as part of the AWPB.

The M&E Work-Plan identifies key M&E activities to be carried out during the year, including:

- Type of activity;
- Methodology;
- Start Date and Completion Date;
- Budget required.

The M&E Adviser works with each Implementing Agency to assist them to prepare the M&E Work-Plan for their component / sub-component.

PMU is responsible to monitor implementation of the M&E work-plan and liaise with implementing agencies to ensure that M&E activities are implemented on time and to a high standard.

12 Financial Management and Flow of Funds

 This section of the PIM specifies the rules and procedures applying to financial management of SAAMBAT funds. It describes the project accounts and flow of funds. It defines financing percentages for each category of expenditure. The section describes financial reporting procedures, requirements for accounting software and audit arrangements.

12.1 Designated Accounts

MEF will open and operate the Designated Accounts to manage IFAD loan proceeds (2 accounts), EIB loan proceeds, EU Grant (once approved and signed) and RGC Counterpart Funds Designated Account. Any grant funds managed by MEF in association with SAAMBAT will be managed in a separate account.

MEF will open and maintain the following bank accounts in USD: **(i) one Designated Account for IFAD Loan** for Component 1 and project management costs; **(ii) one Designated Account for EIB Loan**; **(iii) one Designated Account for EU Grant** and **(iv) MEF will authorise MRD-PMU to open one Government Counterpart Fund Designated Account at NBC**.

MEF will also open the following accounts to be maintained by **MEF-PIU**: **(v) one Designated Account for IFAD Loan for Component 2**; **(vi) one Government Counterpart Fund Designated Account for Component 2**; and **(vii) one Designated Account for IFAD Grant**.

MRD-PMU will open and operate the following accounts: (vii) IFAD Loan Account; (viii) EIB Sovereign Loan Account; (ix) Counterpart Funds Account; and (x) EU Grant Account.

IFAD will deposit loan funds into the Designated Account - IFAD Loan for Component 1 / Management Costs and into the Designated Account - IFAD Loan for Component 2 costs.

IFAD will deposit grant funds into the Designated Account - IFAD Grant for IFAD Grant.

The EIB will deposit Loan funds into the Designated Account - EIB Loan for EIB Loan.

The EU (once the EU Grant is approved) will disburse grant funds to the EIB. EIB will then deposit grant funds into the designated account - EU Grant managed by MEF.

MEF will transfer funds from the Designated Accounts and the Counterpart Funds Account into the corresponding accounts managed by MRD-PMU.

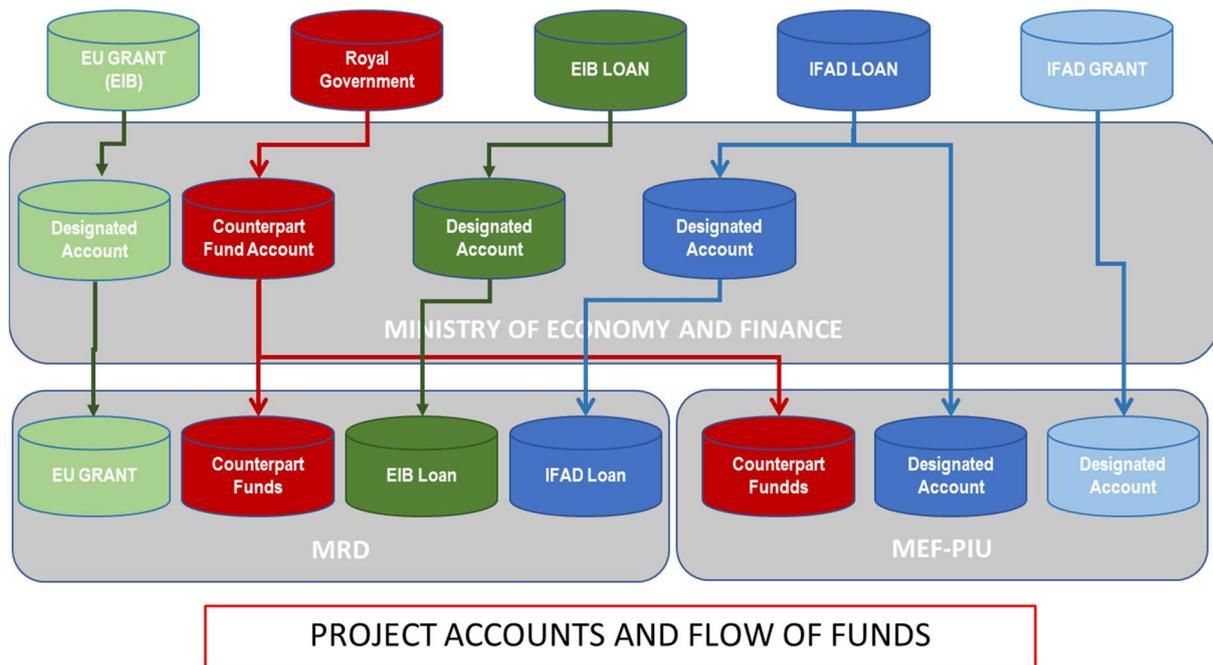


Figure 8: Project Accounts and Flow of Funds

The disbursement of the IFAD fund will follow through the Designated Account Mechanism in which the project can withdraw the first initial advance not exceeding a ceiling amount defined in the Letter to the Borrower (LTB). Replenishment will be released only after first advance has been adjusted at least 75% and previous advances have been adjusted fully. Towards project completion, the Fund initiates procedures and takes steps to ensure recovery of advances.

There will be no project accounts at sub-national level. Activities of PDRD will be financed through advances from SAAMBAT PMU. Rules for management of cash advances to PDRD are in the Supplemental Financial Manual.

Other expenditures at sub-national level are financed through advances to the Service Providers SP1, SP2 and SP3.

SAAMBAT PMU is responsible for maintaining project accounts and financial reporting. Therefore, MEF-PIU provides financial reports to SAAMBAT PMU on the use of the funds in their designated accounts.

Each Implementing Agency will maintain accounting records and prepare monthly, quarterly, six month and annual financial reports. These reports are submitted to the Project Director by the IA. SAAMBAT PMU will check and consolidate these reports before submitting to MEF and IFAD. SAAMBAT PMU prepares Withdrawal Applications (WA). MEF will check the WA and forwards to IFAD.

12.2 EIB Loan Disbursement Procedures

The EIB funds shall be allocated to support individual sub-projects of SAAMBAT Component 1 during the Allocation Period in accordance with the provisions of the Finance Contract signed between the Bank and RGC on 27th December 2019. The EIB funds shall only be allocated to Schemes identified as eligible for financing pursuant to the Eligibility Criteria. The part of the EIB funds allocated to an individual sub-project shall be available for disbursement from the date of issuance of the relevant Allocation Letter until the Final Availability Date¹⁰. To be noted

¹⁰ falling 60 (sixty) months after the signature of the Finance Contract signed between EIB and RGC on 27th December 2020

that the total Bank loan (set at EUR 51.5 million) shall not exceed 50% (fifty per cent) of the total cost of the SAAMBAT Component 1.

The Bank shall disburse the Credit in up to 10 (ten) Tranches.

The amount of each Tranche, if not being the undrawn balance of the Credit, shall be in a minimum amount of:

- (a) the equivalent to EUR 1,000,000 (one million euros/ USD equivalent) in respect of the first Tranche (upfront disbursement); and
- (b) the equivalent to EUR 5,000,000 (five million euros/ USD equivalent) in respect of all Tranches other than the first Tranche.

If the total cost of the SAAMBAT Component 1 exceeds the estimated figure set out in Recital (b) as per the Finance Contract, or if the total cost of any of the Schemes exceeds the figure set out in the relevant Allocation Letter, the MEF shall obtain the finance to fund the excess cost without recourse to the Bank, so as to enable the Project or the relevant Scheme to be completed in accordance with the Technical Description. The plans for funding the excess cost shall be communicated to the Bank without delay.

The disbursement of the EIB funds shall follow the Disbursement Offer procedure described in the Finance Contract (Art 1.2.B and Art 1.2.C).

- ***Disbursement account and currency:***

Disbursement shall be made to the Disbursement Account specified in the relevant Disbursement Acceptance, provided that such Disbursement Account is acceptable to the Bank. Only one Disbursement Account may be specified for each Tranche.

The disbursement of each Tranche shall be made in EUR or, subject to availability, in USD.

- ***Re-allocation of EIB funds at the request of the MEF:***

During the Allocation Period MEF may, by providing written notice to the Bank, request that any portion of the EIB funds allocated to a specific Scheme is re-allocated to another potential Scheme. In such case, the MEF shall:

- (a) include in the re-allocation notice submitted to the Bank:
 - (i) the reasons for the requested re-allocation;
 - (ii) the amount of the Credit to be subject to the re-allocation
- (b) in the event the re-allocation is requested for a potential Scheme for which an Allocation Letter has not been issued, issue an Allocation Request in the terms and conditions set out in Article 1.1.C of the Finance Contract;

The Bank may request, and if so the Borrower shall provide, additional information and documents which the Bank may deem at its sole discretion necessary or convenient for the requested re-allocation.

If the Bank determines at its sole discretion that the re-allocation complies with the provisions of this Contract, the Bank shall notify it to the Borrower in writing.

MEF will comply with the Conditions of disbursement (CPs) following Art 1.4 of the Finance Contract.

12.3 Financial Management Procedures

Financial management of SAAMBAT will follow the rules and procedures set out in RGC's Financial Management Manual for All Externally Financed Projects/Programs in Cambodia¹¹, with the general exception that procedures must conform with relevant IFAD standards in all cases. Specific exceptions to use of the FMM include:

- Advance Register (Monthly Financial Report)
- Payment Tracking: Withdrawal Application
- Withdrawal Register

The Finance Section of SAAMBAT PMU will consist of:

- National Finance Officer;
- Financial Management Adviser;
- Finance Assistant.

12.4 Accounting Software

Project accounts will be maintained using a suitable accounting software package to be agreed with IFAD and the EIB. An online / web-based package is preferred. The same accounting software package will be implemented in each Implementing Agency.

12.5 Audit

Internal Audit will be conducted on an annual basis by the Internal Audit Department of the relevant ministries, if the Internal Audit Department has enough capacity for this task, as confirmed by IFAD and / or EIB Supervision Mission. If the Internal Audit Department is not confirmed as having enough capacity, a private internal auditor will be hired to perform internal controls review, propose improvements and issue recommendations.

External audit will be conducted by a private audit firm hired by MEF, while IFAD and EIB would provide NOL to the TORs.

13 Procurement

☞ This section of the PIM specifies the rules and procedures applying to procurement under SAAMBAT. It describes roles and responsibilities for procurement. It describes procedures for preparation and approval of procurement plans.

13.1 Procurement Procedures and Roles

Procurement will be carried out in compliance with the IFAD Procurement Guidelines¹² IFAD "Policy on preventing fraud and corruption in activities and operations" and the EIB Guide to Procurement¹³ as applicable. Under IFAD Guidelines, national procurement systems are to be used provided the systems have been assessed as satisfactory or better. IFAD has assessed RGC's Procurement Manual for All Externally Financed Projects / Programs¹⁴ and found the procedures to be satisfactory or better. Therefore, the RGC Procurement Manual

¹¹ RGC (2012) Financial Management Manual for All Externally Financed Projects/Programs in Cambodia. <https://gdicdm.mef.gov.kh/en/2017/01/03/754.html>

¹² IFAD (2010) Project Procurement Guidelines. https://www.ifad.org/documents/38711624/39421027/procure_e.pdf/e1a99511-d57d-4695-a05b-3d9b597d0149

¹³ EIB (2018) EIB Guide to Procurement <https://www.eib.org/en/publications/guide-to-procurement>

¹⁴ RGC (2012) Procurement Manual for All Externally Financed Projects / Programmes. <https://gdicdm.mef.gov.kh/en/2017/01/02/674.html>

procedures will be used in SAAMBAT. In any case where there is no suitable provision in the Procurement Manual, SAAMBAT will use the World Bank Guidelines and appropriate formats. The following exceptions to Procurement Manual procedures will be observed:

- [List exceptions to PM procedures, if any]

For all components and contracts financed by EIB under Component 1, procurement shall comply with the EIB Guide to Procurement. This includes, inter-alia, the applicable thresholds for services, goods and works contracts, the procedures for ex-ante and ex-post review by the EIB, publication of procurement notices in the Official Journal of the European Union (OJEU), issuance of no objection notices, and complaints handling.

SAAMBAT will adopt procurement thresholds for works, goods and services in line with the EIB Guide to Procurement. For contracts below thresholds, the Promoter will use national procedures according to SOP bidding documents. For contracts higher than the thresholds, open international procedures will be followed using World Bank or similar bidding documents complying with EIB Guide to Procurement as applicable.

In accordance with the EIB Guide to Procurement, the EIB will undertake an ex-post review of tenders that follow national procedures. The EIB however, will undertake a full ex-ante review, regardless of contract package size, on the first tender procedure in each Economic Pole, and reserves the right to undertake ex-ante review on subsequent tenders. For tenders that follow open international procedures, ex-ante no-objections from EIB will be required at the appropriate stages of the procedure.

SAAMBAT PMU is responsible for procurement of all related procurement under SAAMBAT Component 1. SAAMBAT PIU is responsible for procurement of all related procurement under SAAMBAT Component 2.

Procurement Advisers will be recruited for SAAMBAT PMU/PIU and will provide technical support to PMU/PIU and the implementing agencies as needed.

13.2 Procurement Planning

SAAMBAT PMU will prepare and update the Procurement Plan using the appropriate templates in the IFAD procurement handbook as already adapted for other on-going IFAD supported projects in Cambodia. Procedures for preparing and approving the Procurement Plan will follow the RGC Procurement Manual.

All procurement will be executed only against approved annual work plans and budgets (AWPB) which align with the procurement plans, specifying items to be procured, responsibility for the procurement and the appropriate procurement methods. The project will ensure that timelines included in the approved procurement plan are closely monitored during implementation to minimize delays.

The procurement plan is a requirement for EIB components and shall be regularly updated and reported to the EIB together with the project implementation plan.

14 Administration

☞ This section of the PIM describes the framework for project administrative procedures including status and payment of project staff; project inventory management etc.

14.1 Status of Staff Working on SAAMBAT activities

Staff working on implementation of the SAAMBAT Programme staff are either:

- Senior officials who oversee the programme as part of their general responsibilities but do not work on the programme full time and do not receive any additional salary support from the programme;
- Civil servants seconded to work to full time for the Project in the SAAMBAT PMU and in Implementing Agencies;
- Civil servants working on project-financed activities in their assigned post as part of their core duties; or
- Contracted staff. Civil servants may not be recruited as contracted staff.

Senior positions are filled according to the position of the official and the decision of the relevant implementing agency without any recruitment process.

Recruitment of contracted staff is by the Implementing Agency and follows the procedures of the RGC Procurement Manual.

14.2 Payments to Staff

Government staff working on implementation of activities financed by SAAMBAT are not seen as “project staff.” They are working in their regular Government jobs and are subject to Government rules on payment of salaries, allowances and expenses.

Following the policy agreed by the United Nations Country Team (UNCT) in Cambodia, IFAD does not finance supplementary salaries for Government staff in Cambodia. Therefore, any salary supplements, monthly operating costs etc paid to civil servants in respect of their duties in SAAMBAT implementation must be financed from RGC counterpart funds. The number and amount of these payments, if any, must be agreed with MEF.

14.3 Management of Programme Assets, Ownership, Inventory and Allocation

Unless otherwise agreed in writing, all equipment purchased with IFAD Loan funds is the property of IFAD for the duration of the project. All project equipment is under the custody and management of SAAMBAT PMU or IAs. At the end of the project ownership of the equipment will be transferred to RGC.

All project equipment must be clearly marked as the property of the Project and must bear an individually coded tag.

SAAMBAT PMU and each IA maintains an inventory (Non-Expendable Equipment Register) of all project equipment. Each month, each IA must provide an updated Register to SAAMBAT PMU which maintains a consolidated inventory.

The Register should include the following details:

- Date of acquisition
- Detailed description, including model numbers where appropriate
- Serial number
- Identification code
- Location
- Purchase cost
- Payment reference
- User of the equipment

Contracts with Service Providers in general are lumpsum contracts that require the Service Provider to provide vehicles and equipment needed to implement the TOR. Therefore, any such vehicles and equipment are the property of the Service Provider, whether bought new for the project or allocated from the Service Provider’s existing inventory.

15 EIB Sub-Project Allocation Procedure

The EIB loan will be allocated to the eligible sub-projects under Component 1: rural roads of the SAAMBAT programme, satisfying the EIB technical description with procedures commensurate with the sub-project size and in-line with applicable framework loan procedures:

- Eligible sub-projects with an investment cost **below EUR 5 million** are submitted to the EIB for approval before allocating EIB funds to the sub-projects, using the template as defined in **Annex 8 Table A8.1**. The EIB reserves the right to ask for additional information; partial or in-depth appraisal of the sub-project will be undertaken, if judged necessary. Appraisal of such sub-projects may result in additional conditions and/or undertakings that will be stated in the Allocation Letter. Should the Borrower (i.e. MEF, on advice from MRD-PMU) not accept these conditions/undertakings it should inform the Bank in writing within 10 days from the receipt of the Allocation Letter and the EIB will proceed with reallocation.
- Eligible sub-projects with a cost **between EUR 5 million and EUR 50 million** are submitted to the EIB for approval before allocating EIB funds to the sub-projects, using the project fiche template as defined in **Annex 8 Table A8.3**. The EIB reserves the right to ask for additional information; partial or in-depth appraisal of the sub-project will be undertaken, if judged necessary. Appraisal of such sub-projects may result in additional conditions and/or undertakings that will be stated in the Allocation Letter. Should the Borrower (i.e. MEF, on advice from MRD-PMU) not accept these conditions/undertakings it should inform the EIB in writing within 10 days from the receipt of the Allocation Letter and the EIB will proceed with reallocation.
- Eligible sub-projects with a cost above **EUR 50 million** are to be treated, in principle, as separate loans and appraised separately by the EIB's services. Sub-projects will be subject to approval before allocation of the loan's funds to the sub-project. The Promoter shall provide documentation requested by the EIB, at its discretion and in line with EIB's Environmental and Social Standards due diligence requirements, as individually indicated by the EIB to the Promoter.

In SAAMBAT it is expected that all sub-projects will have investment cost below EUR 5 million and so the template in Table A8.1 will be used. In an exceptional case, if a sub-project with investment cost above EUR 5 million arises, Table A8.3 will be used. There will not be any sub-project with investment cost above EUR 50 million in SAAMBAT.

ANNEX 1: PROJECT LOGFRAME

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1 Persons receiving services promoted or supported by the project				Survey data Estimates based on population data in target areas	Annually	M&E officer Impact Survey service provider	
	Females - Number		37500	100000				
	Males - Number		37500	100000				
	Young - Number							
	Total number of persons receiving services - Number of people		375000	1135000				
	1.a Corresponding number of households reached				Survey data Estimates based on population data in target areas	Monthly	M&E officer Impact Survey service provider	
	Women-headed households - Number							
	Non-women-headed households - Number							
	Households - Number		75000	227000				
	1.b Estimated corresponding total number of households members				Survey data Estimates based on population data in target areas	Monthly	M&E officer Impact survey provider	
Household members - Number of people		500000	1000000					

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Project Goal Reduce poverty and enhance food security	Declining rural poverty rates with improvement in status of women-headed hhs				country level poverty assessment	periodically after every 5 years	RGC and third-party assessments	Stimulating rural growth will reduce poverty Increase in agriculture growth will reduce poverty.
	rural poverty rate - Percentage (%) - Percentage (%)	20	15	10				
	Increasing agriculture growth rate				Government Economic Analysis	Periodically	Government Analysis	
	growth rate - Percentage (%) - Percentage (%)	1.5		2				
	Abbreviated Women's Empowerment in Agriculture Index				Feed the future survey	Periodically	USAID	
	AWEIA - Number	0.74		0.8				
Development Objective Sustainably increase productivity of youth, enterprises and the rural economy	Number of direct beneficiaries experiencing at least 25% increased earnings-per-day from on-farm or off-farm work				Impact Survey	Baseline; Mid-term; End line surveys	Impact Survey service provider	Political and economic stability in the country and the region.
	Females - Number		30000	60000				
	Young - Number		30000	60000				
	Households - Number		15000	30000				
	Number of beneficiaries reporting reduced variability of earnings with climate conditions				Impact Survey	Baseline; Mid-term; End line surveys	Impact Survey service provider	
	Females - Number							
	Young - Number							

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Households - Number		20000	50000				
Outcome 1. Increase poor rural people's benefits from market participation	2.2.6 Households reporting improved physical access to markets, processing and storage facilities				Impact Survey	Baseline; Mid-term; End line surveys	Impact Survey service provider	Increased market participation will lead to increased productivity CI 1.2.3 Activities designed in cooperation with AFD and funding identified
	Households reporting improved physical access to markets - Percentage (%)			80				
	Males - Number							
	Females - Number							
	Young - Number							
	Households reporting improved physical access to markets - Number			160000				
	The growth in the traffic and businesses visible along the roads, in the markets and ferry landings constructed by the project.				Traffic and business volume surveys	Baseline. Mid-term; End line	MRD and technical consultant	
increase in roadside businesses - Percentage (%) - Percentage (%)			25					

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	increase in traffic - Percentage (%) - Percentage (%)			50				
	% of infrastructure sub-projects incorporating climate-adaptive design features				Reports from technical consultant	Annually	MRD and technical consultant	
	sub-projects - Percentage (%)		40	40				
	% of the productive and market infrastructures still used and sustainable after project yr 6				Survey; M&E records	After mid-term annually	MRD	
Value chain infrastructure - Percentage (%) - Percentage (%)			100					
Output 1.1 Access Roads: Year-round access roads built in the areas of intervention	Km of road constructed, rehabilitated or upgraded				M&E records	Annual	MRD and technical consultant	1. Demand-responsive output planning. 2. Appropriate technical standards. 3. Effective operation and maintenance.
	Bitumen / concrete surface (IFAD funding) - Length (km)		300	650				
	Gravel surface - Length (km)		60	150				
Output 1.2 Other value	2.1.6 Market, processing or storage facilities constructed or rehabilitated				M&E records	Annual		1. Demand-responsive output

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
chain infrastructure facilities constructed	Market facilities constructed/rehabilitated - Number		25	75			MRD and technical consultant	planning. 2. Appropriate technical standards. 3. Effective operation and maintenance.
Outcome 2. Increase poor rural people's productive capacities	Number of rural youth productivity employed				Pre-training and post training tracking of applicants	Baseline; Mid-term; End line	MEF and Skills Development Service Provider	The training adds value to the skills of the youth and enhances their demand in the job market.
	Females - Number		750	2250				
	Males - Number		750	2250				
	Young - Number		1500	4500				
	employment - Number		1500	4500				
	2.2.2 Supported rural enterprises reporting an increase in profit				Tracking of supported enterprises	Baseline, Mid-term, End line	MEF and Skills Development Service Provider	
	Number of enterprises - Number		60	85				
	Supported rural enterprises reporting an increase in profit				Tracking of supported enterprises	Annually	MEF and Skills Development Service Provider	
Enterprises with women leaders - Percentage (%)		20	30					
Output 2.1.1 Number of	2.1.2 Persons trained in income-generating activities (IGAs) or business management (BM)				Pre-training and post		MEF and Skills Development	Economic opportunities exist for

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
rural youth trained in Technical Skills and supported to develop businesses	Females - Number		1140	3420	training tracking of applicants	Baseline, Mid-term, Endline	Service Provider	people with improved skills
	Males - Number		1140	3420				
	Young - Number		2280	6840				
	Persons trained in IGAs or BM (total) - Number		2280	6840				
	2.1.1 Rural enterprises accessing business development services				Tracking of supported enterprises	Annually	MEF and Skills Development Service Provider	
	Rural enterprises - Number		150	500				
	Size of enterprises - Number of people		300	1500				
	Males - Number		250	750				
	Females - Number		250	750				
	Young - Number		200	1000				
Women in leadership position - Number		75	250					
Output	Number of persons trained in digital literacy							Monitoring of outreach
2.2.1 Digital Literacy and	Young - Number		1500	5000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Adoption of Digital Technology	Males - Number		750	2500	and training activities		service provider	increase rural productivity.
	Females - Number		750	2500				
	People trained - Number of people		1500	5000				
	Number of persons participating in technology adoption sub-projects				Monitoring of outreach and training activities	Annually	TSC and digital outreach service provider	
	Males - Number		750	2500				
	Females - Number		750	2500				
	Young - Number		1500	5000				
	people trained - Number of people		1500	5000				
Output 2.2.2 Digital Innovations for the Rural Economy	Number of KAS apps developed for use by agriculture and rural sector and people benefiting from them				M&E and digital platform records	Annually	Service Provider SP3 and Techo Start-up Centre	Use of digital technology can increase rural productivity.
	KAS Core Platform Developed		1	1				
	Applications tested and rolled out with grant funding - Number		2	5				
	Users - Number		5000	12500				
	Applications supported by Challenge Fund		3	10				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	reaching testing stage - Number							
	Users - Number			12500				
Output 2.3.1 Feasibility Study on Wholesale Markets	Wholesale markets feasibility study completed				Project reporting	Annually	CPS and MEF	Improved policy and decision-making leads to increased productivity
	Studies - Number		1	1				
Output 2.3.2 Policy Guidance Notes	Policy 1 Policy-relevant knowledge products completed				Project reporting	Annually	CPS and MEF	Improved policy and decision-making leads to increased productivity
	Number - Number		2	5				

ANNEX 2: ADVISER TERMS OF REFERENCE

1. Project Management Adviser
2. Planning and M&E Specialist
3. Financial Management Adviser
4. Procurement Adviser
5. Gender and Targeting Adviser
6. Senior Field Support Adviser
7. Field Facilitators
8. Administration and Finance Assistant (MEF)

TERMS OF REFERENCE

Assignment Title	SAAMBAT PROJECT MANAGEMENT ADVISER
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duty Station	One or more Provinces of Cambodia
Level	Senior national position.
Duration	Twelve months, renewable
Supervisor	Project Manager, SAAMBAT Project Management Unit, Ministry of Rural Development

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

SAAMBAT is not designed as a stand-alone project but works in synergy with ongoing initiatives with IFAD financing including Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) and Accelerating Improved Markets for Smallholders

(AIMS). This program approach is extended through partnership agreements with projects financed by other development partners.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

2 Purpose of the Assignment

The Purpose of the assignment is (1) to assist and advise the Project Manager to ensure the smooth implementation of the Project and to achieve the results defined in the Project Logical Framework; and (2) to lead, coordinate and support the project technical advisory team.

3 Scope of Work

The SAAMBAT Project Management Adviser supports the Project Manager in all aspects of his/her work. Specifically, the Project Management Adviser:

- Leads and coordinates the technical assistance (TA) team on behalf of the Project Manager;
- Leads drafting of the Annual Workplan and Budget (AWPB) including reviewing submissions from Implementing Agencies for consistency with agreed targets and disbursement levels;
- Monitors implementation of the workplan and takes effective action in case that the project is not on track to meet its workplan targets;
- Makes preparations to host IFAD supervision and implementation support missions;
- Maintains day-to-day liaison and communication with the IFAD Country Office;
- Prepares Terms of Reference for short-term consultancies;
- Monitors work of short-term consultants to ensure that assignment objectives are met;
- Supports recruitment of advisers as needed;
- Leads drafting of the Six-Month Report and the Annual Progress Report;
- Manages the Project Implementation Manual as a living document, including being fully familiar with contents, advising on interpretation and recommending / drafting amendments where needed;
- Ensure the smooth implementation of all components of the SAAMBAT M&E system;
- Other relevant tasks as assigned by the Project Manager.

4 Location, Timing and Duration

The SAAMBAT Project Management Adviser is based in the SAAMBAT Project Management Unit, Ministry of Rural Development, Phnom Penh. The position will require frequent travel to project areas which may be in any Province of Cambodia.

The Project Management Adviser is contracted for twelve months on a renewable contract basis. The SAAMBAT project duration is six years, 2020 – 2025.

5 Supervision and Reporting

The Project Management Adviser works under the direction of the SAAMBAT Project Manager. Ultimate decision-making authority is with the Project Director.

6 Qualification and Experience Requirements

The SAAMBAT Facilitator will have the following qualifications and experience:

- Master's degree in economics, development, management or another relevant field;
- At least 10 years' professional experience including at least 5 years in a management or senior advisory position;
- Knowledge of project implementation procedures. Experience of project implementation using the RGC's Standard Operating Procedures (SOP) for Externally Financed Projects/Programs in Cambodia is preferred;
- Knowledge of Results Based Management;
- Experience in at least one of the following fields: Rural Development, Agriculture Development; Private Sector Development;
- Excellent teamwork and communication skills;
- Willing to travel and work extensively in rural areas, including travel by motorcycle where necessary;
- Strong computer literacy;
- Good English language skills;
- Native Khmer speaker.

7 How to Apply

TERMS OF REFERENCE

Assignment Title	Planning and M&E Specialist
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duty Station	Project Management Unit, Ministry of Rural Development, Phnom Penh
Level	Mid-Level
Duration	12 months with possibility for renewal
Supervisor	Project Manager

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT) is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

SAAMBAT is not designed as a stand-alone project but works in synergy with ongoing initiatives with IFAD financing including Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) and Accelerating Improved Markets for Smallholders (AIMS). This program approach is extended through partnership agreements with projects financed by other development partners.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as

Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

2 Purpose of the Assignment

The Purpose of the Assignment is assist MRD to:

- conduct planning of SAAMBAT activities, including selection of Economic Poles (EP) and selection of investments, consistent with the criteria and process described in the SAAMBAT Project Implementation Manual; and
- Establish the project M&E system, consistent with the PIM and the requirements of IFAD and EIB, to ensure full and timely reporting of project monitoring data and planning and implementation of evaluation and knowledge management activities;
- Conduct and coordinate project M&E activities in line with the M&E plan.

3 Scope of Work

Planning:

- Support MRD-PMU in consultation with all SAAMBAT component, sub-component and implementing agencies and with ASPIRE and AIMS projects to finalise the selection of Economic Poles consistent the process and criteria in the Project Implementation Manual (PIM);
- Support PDRD and cooperate with ASPIRE an AIMS projects to conduct Multi-Stakeholder Platform meetings in the selected Economic Poles in order to develop a shortlist of proposed investments, consistent with the priorities of project target groups and with the criteria in the PIM;
- Liaise with Component 2 of MEF (implemented by MEF) to agree strategy for planning of field activities of Service Provider 2 (Skills Development) and Service Provider 3 (Digital Outreach);

Establishment of Project M&E System:

- Develop a monitoring spreadsheet for consolidating, recording and updating all monitoring data required for monitoring of SAAMBAT implementation, using the PIM and the logframe as a guide;
- Design and maintain a project dashboard, linked to the monitoring spreadsheet and providing an accessible summary of project implementation progress;

Implementation of M&E system and knowledge management:

- Liaise with MEF, TSC, Provincial Departments of Rural Development (PDRD) and Service Providers SP1 (Technical services); SP2 (Skills Development) and SP3 (Digital Outreach) to ensure regular, complete and timely submission of data needed to update the monitoring spreadsheet;
- Assist in recruitment and management of the Service Provider 4 (Major Impact Survey) and liaise closely with SP4 to ensure timely and high quality implementation of the survey and analysis of results;

- Regularly update the project logframe, particularly in time for each IFAD Supervision Mission and Implementation Support Mission;
- Support preparation of SAAMBAT six-month and annual reports;
- Develop case studies, including by conducting field research, and document to a high standard for dissemination through the project web-site or other means;

Other tasks

- Understand the design and data needs of the Ministry MIS system under development by MRD, and ensure that relevant data from SAAMBAT is provided to the MIS in the required format
- Other tasks as requested by the Project Manager.

4 Location, Timing and Duration

- Based in SAAMBAT Project Management Unit (PMU) in Phnom Penh, with frequent travel to provinces;
- Beginning in May 2020 with initial 12 month contract, renewable subject to performance

5 Supervision and Reporting

- Reports to the SAAMBAT Project Manager

Qualification and Experience Requirements

- Bachelor's degree Project Management, Business Administration & Management, Social Science, Economics or relevant field.
- At least 6 years professional experience with DPs financed project in the areas of M&E including development of M&E plan, data monitoring, reporting, and preparation of case studies;
- Experience working with Government's Public Services/Projects/Programs is an advantage.
- Experience in develop and implement the monitoring and evaluation especially on MIS
- Familiarity experience in carrying out projects/programs M&E activities.
- Familiarity with IFAD, World Bank, and Development Partner' M&E Procedures, Framework.
- Experience with RGC's Standard Operating Procedures for Externally financed Projects.
- Ability and demonstrated experience in providing M&E training is giving an advantage.
- Fluency in written and spoken English and Khmer, as a most Khmer Unicode.
- Comprehensive computer skills with minimum in use of Microsoft Office.

7 How to Apply

TERMS OF REFERENCE

Assignment Title	Financial Management Adviser
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duty Station	Project Management Unit, Ministry of Rural Development, Phnom Penh
Level	Mid-Level
Duration	12 months with possibility for renewal
Supervisor	Project Manager

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT) is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

SAAMBAT is not designed as a stand-alone project but works in synergy with ongoing initiatives with IFAD financing including Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) and Accelerating Improved Markets for Smallholders (AIMS). This program approach is extended through partnership agreements with projects financed by other development partners.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as Economic Poles. The Economic Poles may be in any rural area of Cambodia with ongoing activities of ASPIRE and / or AIMS. Currently, ASPIRE and AIMS support activities in 20 of the 24 rural Provinces of Cambodia.

2 Purpose of the Assignment

3 Scope of Work

4 Location, Timing and Duration

5 Supervision and Reporting

6 Qualification and Experience Requirements

7 How to Apply

TERMS OF REFERENCE

Assignment Title	Procurement Adviser
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duty Station	Project Management Unit, Ministry of Rural Development, Phnom Penh
Level	Mid-Level
Duration	12 months with possibility for renewal
Supervisor	Project Manager

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

SAAMBAT is not designed as a stand-alone project but works in synergy with ongoing initiatives with IFAD financing including Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) and Accelerating Improved Markets for Smallholders (AIMS). This program approach is extended through partnership agreements with projects financed by other development partners.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as

Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

2 Purpose of the Assignment

3 Scope of Work

4 Location, Timing and Duration

5 Supervision and Reporting

6 Qualification and Experience Requirements

7 How to Apply

TERMS OF REFERENCE

Assignment Title	Gender and Targeting Adviser
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duty Station	Project Management Unit, Ministry of Rural Development, Phnom Penh
Level	Mid-Level
Duration	12 months with possibility for renewal
Supervisor	Project Manager

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

SAAMBAT is not designed as a stand-alone project but works in synergy with ongoing initiatives with IFAD financing including Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) and Accelerating Improved Markets for Smallholders (AIMS). This program approach is extended through partnership agreements with projects financed by other development partners.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as

Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

2 Purpose of the Assignment

The purpose of the assignment is to assist MRD to:

1. Ensure that targeting of SAAMBAT activities in all components is consistent with the project design and the criteria in the Project Implementation Manual in the PIM, particularly in regard to overall outreach target and numbers of women, youth and other vulnerable groups to be targeted, and to monitor and report on progress to outreach targets;
2. Develop and implement a Project Gender Action Plan (GAP) consistent with the PIM, and report on the implementation of the GAP.

3 Scope of Work

- Study and thoroughly understand the targeting strategy of SAAMBAT, as described in the Project Design Report and the PIM, including targets for overall outreach (number of beneficiaries), types of beneficiary, and targets for reaching women, youth and members of vulnerable groups;
- Working with the Planning and M&E Adviser, assist MRD, MEF, PDRD and service providers to plan project activities (selection of EP and selection of investments) to meet project outreach targets;
- With the Planning and M&E Adviser, assist in facilitation of Multi-Stakeholder Platforms (MSP) in each EP, with a particular focus on ensuring that the voice and priorities of women, youth and vulnerable groups are heard and taken into account;
- Assist the Planning and M&E Adviser to collect data, monitor and report on project outreach targeting indicators;
- Develop a project Gender Action Plan (GAP) consistent with the PIM;
- Assist MRD to implement the GAP including as necessary:
 - Advice on ensuring gender equity in recruitment of project staff and in selection of project beneficiaries;
 - Develop and implement capacity development programmes for gender awareness for project staff and service providers;
 - Develop and implement tools for monitoring the equitable access of women, youth and vulnerable groups to project benefits of all types;
 - Identify areas in which the project can take action to prioritise empowerment of women;
- Report regularly on implementation of the GAP;
- Other tasks as assigned by the Project Manager.

4 Location, Timing and Duration

- Based in SAAMBAT Project Management Unit (PMU) in Phnom Penh, with frequent travel to provinces;
- Beginning in May 2020 with initial 12 month contract, renewable subject to performance

5 Supervision and Reporting

- Reports to the Project Manager.
-

6 Qualification and Experience Requirements

- A university degree, preferably a post-graduate university degree in the social sciences.
- Familiarity with Royal Government of Cambodia's gender policies;
- At least 3 years' experience in supporting gender mainstreaming in the context of development partner funded projects, especially IFAD, ADB and / or World Bank;
- Experience in mentoring, providing on-the-job training, and professional support.
- Capability to work effectively with international and other national staff, to balance diverse tasks simultaneously.
- Willingness and ability to travel outside Phnom Penh, when necessary.

6 How to Apply

TERMS OF REFERENCE

Assignment Title	Senior Field Support Adviser
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duty Station	Project Management Unit, Ministry of Rural Development, Phnom Penh
Level	Mid-Level
Duration	12 months with possibility for renewal
Supervisor	Project Manager

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

SAAMBAT is not designed as a stand-alone project but works in synergy with ongoing initiatives with IFAD financing including Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) and Accelerating Improved Markets for Smallholders (AIMS). This program approach is extended through partnership agreements with projects financed by other development partners.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as

Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

- 2 Purpose of the Assignment
- 3 Scope of Work
- 4 Location, Timing and Duration
- 5 Supervision and Reporting
- 6 Qualification and Experience Requirements
- 7 How to Apply

TERMS OF REFERENCE

Assignment Title	FIELD FACILITATOR (5 POSITIONS)
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duty Station	One or more Provinces of Cambodia
Level	Senior national position.
Duration	Twelve months, renewable
Supervisor	Project Manager, SAAMBAT Project Management Unit, Ministry of Rural Development

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned

to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

2 Purpose of the Assignment

The Purpose of the assignment is to facilitate the smooth implementation of SAAMBAT activities at Provincial and local level through good liaison and cooperation of all stakeholders.

3 Scope of Work

The SAAMBAT Facilitator is responsible for:

- Preparation of work plans and submitting to the Project Manager for approval;
- Work closely with PDRD, Provincial Department of Agriculture, Forestry and Fisheries (ASPIRE), and AIMS Regional Hubs and facilitation teams under Ministry of Commerce, as well as with partner projects financed by other development partners;
- Work closely with and support service providers contracted by SAAMBAT: SP1: Technical Services Consultant; SP2: Skills Development and SP3: Digital Technology Capacity Building;
- Facilitate meetings of the Multi-Stakeholder Platform to plan activities of SAAMBAT in each Economic Pole;
- Prepare lists of proposed activities, verify and submit to the Project Manager;
- Support SP1: Technical Services Consultant in engagement with local stakeholders including local authorities and project beneficiaries;
- Support SP2: Skills Development Consultant to identify trainees for skills and enterprise training and to prepare pre-training courses for trainees;
- Support SP3: Digital Technology Capacity Development Consultant to identify trainees and prepare training courses in digital literacy;
- Support SP3 to prepare and implement sub-projects for use of digital technology and to test and roll out innovative digital technology applications;
- Support timely upload of project monitoring data to the SAAMBAT Management Information System (MIS);
- Support the Annual Outcome Survey after project year PY3;
- Prepare relevant sections of the Six-Month Report and Annual Report;
- Other relevant duties assigned by the Project Manager.

4 Location, Timing and Duration

The SAAMBAT Facilitator is assigned to a Provincial duty station and works from the office of PDRD. Initially one Facilitator will be recruited for each Province with SAAMBAT activities. However, the Facilitator may later be re-assigned to work in a different Province, or may be required to undertake responsibility for activities in more than one Province.

The SAAMBAT Facilitator is contracted for twelve months on a renewable contract basis. The SAAMBAT project duration is six years, 2020 – 2025.

5 Supervision and Reporting

The Facilitator works under the direction of the SAAMBAT Project Manager in SAAMBAT Project Management Unit (PMU) in Ministry of Rural Development. Day to day coordination of the Facilitation Team is assigned to the Project Management Adviser by the Project Manager.

For activities within the Province, the Facilitator works under the direction of the Director of PDRD.

6 Qualification and Experience Requirements

The SAAMBAT Facilitator will have the following qualifications and experience:

- Bachelor's Degree or higher in social science or another relevant discipline;
- At least five years' professional experience in implementation of development projects, preferably in the rural sector;
- Experience of participatory methods of planning;
- Experience of facilitating stakeholder engagement in project implementation;
- Experience in at least one of the following fields: Rural Development, Agriculture Development; Private Sector Development;
- Excellent teamwork and communication skills;
- Willing to travel and work extensively in rural areas, including travel by motorcycle where necessary;
- Strong computer literacy;
- Good English language skills;
- Native Khmer speaker.

7 How to Apply

TERMS OF REFERENCE

Assignment Title	Administration and Finance Adviser (MEF)
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duty Station	Ministry of Economy and Finance, Phnom Penh
Level	Mid-Level
Duration	12 months with possibility for renewal
Supervisor	Project Manager

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT) is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain.

EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

- 2 Purpose of the Assignment
- 3 Scope of Work
- 4 Location, Timing and Duration
- 5 Supervision and Reporting
- 6 Qualification and Experience Requirements
- 7 How to Apply

ANNEX 3: SPECIAL SERVICE PROVIDER TERMS OF REFERENCE

1. Special Services Provider SP1: Technical Services Consultant
2. Special Services Provider SP2: Skills Training
3. Special Services Provider SP3: Digital Economy
4. Special Services Provider SP4: Impact Survey

TERMS OF REFERENCE

Assignment Title	Technical Services Consultant (Firm)
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duration	Approximately XXX person-days over 6 years 2020 - 2025
Supervisor	Project Manager, SAAMBAT Project Management Unit, Ministry of Rural Development

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

SAAMBAT is not designed as a stand-alone project but works in synergy with ongoing initiatives with IFAD financing including Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) and Accelerating Improved Markets for Smallholders (AIMS). This program approach is extended through partnership agreements with projects financed by other development partners.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture

production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

2 Purpose of the Assignment

The Purpose of the Assignment is to assist MRD to deliver the infrastructure outputs under Component 1 of SAAMBAT with appropriate design, high construction quality and sustainability. To this end, the Consultant will support screening of proposed infrastructure outputs, feasibility study, technical design and construction supervision. The consultant will be responsible to ensure that Environmental and Social Safeguards (ESS), road safety measures and Climate Change Adaptation (CCA) are incorporated in all stages of the design and construction process. The consultant will provide technical data including traffic counts for the SAAMBAT M&E system.

3 Location and Timing of SAAMBAT Infrastructure Sub-Projects

SAAMBAT infrastructure projects will be located in any of 50 EP as described above. The EP will be provisionally identified in the inception phase of the project. However, it is planned to implement activities in the 50 EP in three stages, with the final stage (18 EP) to be confirmed at the Project Mid Term Review in 2022. The provisional schedule for implementation in the three Phases is shown in the table below.

Activities	2020	2021	2022	2023	2024	2025
Provisional Selection of EP (50EP)						
Feasibility Study and Design Phase 1 (16EP)						
Construction of Works Phase 1 (16 EP)						
Feasibility Study and Design Phase 2 (16EP)						
Construction of Works Phase 2 (16 EP)						
Confirm Selection of Phase 3 EP (18EP) at MTR						
Feasibility Study and Design Phase 2 (16EP)						
Construction of Works Phase 2 (16 EP)						

It is expected that infrastructure sub-projects will be substantially completed within two years of starting work in any EP.

4 Scope of Work

4.1 General

The consultant is responsible to provide all services necessary to achieve the Purpose of the assignment as defined above. Detailed tasks required to achieve the Purpose, but not specifically mentioned, are understood to be included unless specifically excluded. The scope of work includes the following tasks:

- Preparing an Environmental and Social Management Framework (ESMF) which will be used to guide environmental and social risk management at the Economic Pole and sub-project levels. The ESMF will include:
 - Procedure for preparing an Environmental, Social and Climate Risk Assessment (ESCRA) for each Economic Pole;

- Procedure for screening environmental, social and climate risks of sub-projects;
 - Procedure for preparing sub-project Environmental and Social Management Plans (ESMP) where needed;
 - Procedures for mainstreaming environmental and social safeguards in construction contracts and construction supervision;
 - Procedures for preparing a Resettlement Plan (RP) in any case where involuntary resettlement or land acquisition is needed;
 - Procedures for preparing an Ethnic Group Engagement Plan (EGEP) where needed.
- Prepare an ESCRA in for each Economic Pole;
 - Screening to check that each sub-project matches the eligibility criteria;
 - Environmental and Social Safeguards (ESS) screening of all infrastructure sub-projects based on the ESMF and ESCRA,
 - Preparation of sub-project ESMP, RP, and /or EGEP for each sub-project, as needed;
 - Feasibility study including traffic counts, engineering survey and design;
 - Prepare GIS maps of SAAMBAT Economic Poles showing locations of infrastructure and other relevant data (see below);
 - Road safety impact assessment (RSIA) assessing the risk and vulnerability of the identified roads including to vulnerable persons. The road safety impact assessment shall indicate the road safety considerations which contribute to the choice of the proposed solution. It shall further provide all relevant information necessary for a cost-benefit analysis of the different options assessed;
 - Independent road safety audits at a minimum at draft design, detailed design, pre-opening and post completion stages;
 - Cost-Benefit Analysis for DBST / concrete roads, based on the traffic counts and using a methodology conforming to international good practice;
 - Cost estimation
 - Preparing technical sections of tender documents;
 - Construction supervision, including monitoring implementation of environmental and social safeguards and road safety measures.

For DBST and concrete road projects, the Consultant will conduct a traffic count on the road before construction, and a follow-up traffic count after construction. For laterite roads, the Consultant will not conduct a full traffic count but will provide an estimate of the volume of traffic using the road before and after construction.

The Consultant will establish an office within the office of SAAMBAT PMU in Ministry of Rural Development, Phnom Penh. The Consultant's Team Leader will be based in this office. Owing to space limitations, the Consultant will provide its own office space to accommodate design teams, support staff etc.

The Consultant is responsible to provide its own vehicles, office equipment, survey equipment, field equipment etc as needed to fulfil these TOR.

4.2 Reporting Line, Cooperation and Communications

The Project Director has the final decision-making authority on all matters concerning the contract with the Consultant as well as on contracts with construction contractors and other aspects of Project implementation. For day-to-day purposes the Consultant reports to the Project Manager who is the head of the SAAMBAT Project Management Unit (PMU) in MRD.

The Consultant will cooperate with engineering staff and other technical staff of PMU as needed. At Provincial level, the Consultant will cooperate with the Director of the Provincial Department of Rural Development (PDRD). PDRD engineering staff will participate in supervision of construction. However, on matters concerning construction supervision the formal reporting line of the Consultant is to the Project Manager.

The Consultant is expected to cooperate, share information and maintain good relations with other stakeholders involved in implementation of SAAMBAT, other initiatives of the IFAD Country Program, and partner projects. These stakeholders include, but are not limited to:

- SAAMBAT facilitation team, attached to PDRD;
- Provincial Departments of Agriculture, Forestry and Fisheries (PDAFF), responsible for implementation of ASPIRE, and Regional Hubs of the AIMS project, which is implemented by Ministry of Commerce (MoC);
- Provincial, District and Commune authorities;
- Civil society organisations and private sector representatives;
- Agriculture Cooperatives, Farmer Organisations, Market Committees and other types of beneficiary organisation, as relevant;
- Residents of areas affected by construction works.

4.3 Environmental and Social Management Framework

The Consultant will prepare an Environmental and Social Management Framework (ESMF) for the project. The ESMF will take into account the Social, Environmental and Climate Adaptation Procedures (SECAP) Review Note and Environmental and Social Management Plan (ESMP) prepared to meet IFAD requirements during the project design and will meet the requirements of EIB. The ESMF will include, inter-alia, detailed procedures for:

- Environment, Social and Climate Risk Assessments (ESCRA) at Economic Pole level;
- Environmental and Social Safeguards (ESS) screening of all infrastructure sub-projects;
- Preparation of sub-project Environmental and Social Management Plan (ESMP), where needed;
- Procedures for mainstreaming ESS in construction contracts and in supervision;
- Procedures for preparing a Resettlement Plan (RP) in any case where involuntary resettlement or land acquisition is needed;
- Rules and procedures for voluntary land contributions, including limits on the size of voluntary land contributions and procedures for verifying that contributions are voluntary;
- Procedures for safeguarding the rights of indigenous ethnic minorities, including preparing an Ethnic Group Engagement Plan (EGEP) where needed.

The ESMF must also include guidelines for managing the following issues in line with the EIB Environmental and Social Standards and the SECAP Manual Guidance Notes:

- Ensuring that equal opportunities, worker's rights under the labour laws and regulations, and health and safety at work are respected in project implementation;
- Community health and safety, including avoiding accidents during construction, and avoiding or minimising road traffic accidents on the project roads;
- Ensuring no negative impacts on cultural heritage.

So far as possible, in preparing these procedures the Consultant will identify, adapt as needed and use standard procedures or procedures that have been used successfully on previous MRD projects. In particular, EIB has reviewed safeguards documents for the South East Asia

Disaster Risk Management (SEA DRM) project for Cambodia, co-financed by World Bank, and found that these documents are consistent with EIB requirements. Therefore, SP1 should make reference to the SEA DRM documents in updating the ESMF.

Reference will also be made to relevant Guidance Statements annexed to the IFAD SECAP guideline¹⁵, in particular Guidance Statement 10 – Rural Roads.

After review, the Project Director will submit the ESMF to IFAD and EIB for No Objection. The ESMF must receive No Objection from the EIB before any works contract financed by EIB funds is signed.

4.4 Environment, Social and Climate Risk Analysis

All infrastructure outputs are required to comply with IFAD's policies on Environmental and Social Safeguards (ESS). Concurrently with the screening and pre-feasibility study, the consultant will prepare an Environmental, Social and Climate Risk Analysis of the Economic Pole area. This analysis should make use of existing information including climate vulnerability analyses include in the District Development Plan of the District Councils. The PIM contains guidance for conducting the ESCRA and the Consultant will develop a detailed guideline based on this guidance during the Inception Phase.

4.5 Screening of Project Proposals

In each Economic Pole, infrastructure outputs will be proposed through a Multi-Stakeholder Platform bringing together representatives of government agencies, private sector, civil society and farmer representatives. A list of screening criteria for eligible infrastructure outputs is included in the SAAMBAT Project Implementation Manual (PIM). The Consultant will conduct an initial screening and pre-feasibility study to ensure that proposed outputs comply with the criteria. At this stage, the Consultant will also calculate an approximate cost for each output, as an input to screening and for budget control purposes.

4.6 Feasibility and Design Studies

Following approval of the Project Director the consultant will carry out detailed feasibility and design studies. The purpose of these studies is:

- To determine the optimum design, maximising the benefits to the intended project beneficiaries consistent with cost-effectiveness. This should include consideration of any secondary benefits that local residents may gain from “smart” design of the infrastructure, for example conversion of borrow pits to ponds for water supply or fish raising;
- To screen project outputs for any potential negative environmental impacts.
- To screen project outputs for negative impacts on existing land users. Where necessary, prepare a Land Acquisition Plan through consultation with the stakeholders;
- To identify specific climate-related risks (e.g. flood) taking climate change trends into account;
- To collect necessary technical data (geotechnical, hydrological etc) needed as a basis for design;
- To carry out detailed topographic surveys as needed as a basis for design.

For roads constructed to a Double Bitumen Surface Treatment (DBST) or concrete paved standard, the consultant will conduct a detailed traffic count over a period of one week. For

¹⁵ IFAD (2017): Social, Environmental and Climate Assessment Procedures – Managing risks to create opportunities. <https://www.ifad.org/en/document-detail/asset/39563472>

farm access roads the consultant will make an estimate of traffic loads based on observation and information from stakeholders.

For other types of infrastructure, wherever relevant, the consultant will make an estimate of the volume of use of the facility before construction works. For market area improvements, this should be based on a count of traffic entering and leaving the market.

4.7 GIS Mapping of Project Outputs

The consultant will prepare GIS-based maps showing location of project outputs. In addition to recording the location of infrastructure outputs and other relevant results of the feasibility studies on GIS maps, the consultant will use data to be provided by the project to indicate:

- Location of the SAAMBAT target populations;
- Location of production of agriculture commodities targeted by SAAMBAT in cooperation with AIMS and ASPIRE;
- Important transport and logistic hubs for agriculture commodities in the EP;
- Locations of AIMS and ASPIRE supported business clusters;
- Locations of communities targeted by SAAMBAT Component 2.

4.8 Road Safety Impact Assessment

A Road Safety Impact Assessment (RSIA) shall be carried out at the initial planning stage before each infrastructure sub-project is approved. The RSIA shall indicate the road safety considerations which contribute to the choice of the proposed solution. It identifies road safety problems, needs and benchmarks and includes a pedestrian safety assessment. It shall further provide all relevant information necessary for a cost-benefit analysis of the different options assessed. The RSIA can either be prepared as a stand-alone document, as part of the feasibility study, or as part of an Environmental and Social Impact Assessment.

The following description are of the elements that need to be considered as part of RSIA. The results of the RSIA's cost-benefit analysis can be used directly in feasibility studies.

Elements of a road safety impact assessment:

1. Problem definition;
2. Current situation and "do nothing" scenario;
3. Road safety objectives;
4. Analysis of impacts on road safety of the proposed alternatives;
5. Comparison of the alternatives, including cost-benefit analysis;
6. Presentation of the range of possible solutions.

Elements to be taken into account:

- Fatalities and accidents, reduction targets against "do nothing" scenario;
- Route choice and traffic patterns;
- Possible effects on the existing networks (e.g. exits, intersections, level crossings);
- Road users, including vulnerable users (e.g. pedestrians, cyclists, motorcyclists);
- Traffic (e.g. traffic volume, traffic categorisation by type);
- Seasonal and climatic conditions;
- Presence of a sufficient number of safe parking areas;
- Seismic activity.

4.9 Road Safety Audit

A road safety audit (RSA) will be carried out for all DBST and concrete road sub-projects. RSA identifies safety shortcomings in the design of a road and recommends improvements while

the project is still at design stage. This can add considerable value to projects, particularly in countries where road safety is not well integrated into design standards.

RSA reports must be prepared before project completion and during early operation in line with the principles of the EU Road Safety Directive, provided to the EIB with confirmation from MRD-PMU that the recommendations have been integrated in the project or - for measures that cannot be implemented - justification for their exclusion and alternative solutions

The questions the road safety audit should cover include:

- What problems were identified?
- What solutions are suggested by the RSA team?
- Can the responsible authority accept them or not?
- If not – why not? What alternative measures will be applied instead?

RSA in SAAMBAT will be carried out in four stages:

- Stage 1: Draft design stage – audits of draft design drawings;
- Stage 2: Detailed design stage – audits of detailed design drawings before tendering;
- Stage 3: Pre-opening stage – inspections of completed roads before they are opened to traffic;
- Stage 4: Early operation – inspections of roads in operation within six months of completion.

All four audit stages should be applied to major road sub-projects. On smaller projects, one audit of the detailed design stage may be sufficient. This shall be determined by during the course of the project.

The RSA shall be undertaken by trained auditors according to international good practice. The Road Safety Auditor shall carry out the audit of initial design/on the detailed design/before opening in accordance e.g. the PIARC Road Safety Audit Guidelines for Safety Checks of New Road Projects (2011R01). The audit of project information and drawings will take place as a desk study but an inspection of the entire road and consultations with the design team, client and (if relevant) supervising engineer and contractor will also be required.

The Road Safety Auditor must be fully independent of the Consultant's design and construction supervision staff and will report directly to the Project Director (i.e. the RSA is not subject to review by the Consultant's Team Leader).

4.10 Environment and Social Safeguards and Stakeholder Engagement

The MRD has undertaken to implement each sub-project in accordance to the finalised PIM, the ESMF, the RPF or the EGEF, or equivalent, and in accordance to EIBs Environmental and Social Standards, and will consult with EIB prior to entering into any material amendments to these documents. For all sub-projects supported by the EIB framework loan, the Consultant will prepare, if required in accordance with the ESMF, and to the satisfaction of the EIB, the following documents:

- an Environmental Impact Assessment (EIA) or Initial Environmental Examination (IEE);
- an Environmental and Social Management Plan (ESMP);
- an Ethnic Group Engagement Plan (EGEP);
- an approved Resettlement Plan (RP);
- a Stakeholder Engagement Plan (SEP);
- any environmental or building permits required in connection with the sub-project;

- a written confirmation that the sub-project has no significant adverse impacts on ethnic groups, does not lead to loss or damage to cultural property and has no significant impact on protected nature areas;
- a written confirmation that the Promoter has all funds necessary to implement the project and the RP;
- Sub-Project Environmental and Social Management Plan (ESMP);
- Evidence that the ESMP is integrated in the work contracts;
- Voluntary Land Contribution due diligence report for sub-projects where Voluntary Land Contribution is acceptable;
- Copy of all free, prior and informed consent (FPIC) documentation in case the sub-project has impacts on indigenous groups.

4.11 Engineering Design and Preparation of Tender Documents

The Consultant will prepare detailed engineering design drawings for each infrastructure sub-project. Design drawings will be prepared using a suitable Computer Aided Design package.

Wherever appropriate, standard design details or design details successfully used by previous MRD rural infrastructure projects will be used. MRD will assist in making standard designs and existing designs available. All infrastructure will be climate-proofed, meaning designed to withstand damage from climate conditions expected at the project location, taking climate trends into account.

Rural roads will be designed for traffic loads predicted after construction. Experience of previous projects will be taken into consideration. Pavement designs will not rely on the assumption that heavy vehicles, within the legal load limits on adjacent highways, can be artificially excluded from use of the sub-project road.

It is expected that the majority of roads under the project will be surfaced with Double Bitumen Surface Treatment (DBST). Concrete pavement may be considered in sections that are prone to flooding or where this is the most economic solution for another reason.

Farm access roads, with traffic loads (predicted post-construction) below the level where DBST surfacing is economic, will be designed to standards appropriate to the local situation and will be surfaced with natural gravel (laterite or similar). As MRD will not be able to take long-term responsibility for maintenance of these roads, gravel-surfaced roads will only be constructed in the case that ownership can be handed over to a local road owner, most often the Commune Council.

At the Inception stage, the Consultant will propose standard design details to be used for road design, including criteria for selecting width and pavement type based on predicted traffic loads.

The Consultant will prepare standard specifications for use in tender documents.

The Consultant will prepare Bills of Quantities (BoQ) for each infrastructure sub-project.

The Consultant will prepare a detailed cost estimate based on the design drawings, specifications and BoQ.

Procurement of construction contracts is the responsibility of SAAMBAT PMU through its procurement section. The Consultant will provide drawings, BoQ to PMU procurement section for preparation of tender documents.

4.12 Construction Supervision

Overall management of construction contracts is the responsibility of the Project Manager. The Consultant will supervise construction works and report directly to the Project Manager on progress and on issues arising.

Construction supervision responsibilities of the consultant include:

- Maintaining good communication with the Contractor;
- Issue construction drawings to the Contractor;
- Check, verify and recommend for approval the Contractor's work programme, suitability of contractor's staff and equipment, site safety and environmental protection, temporary land use plan (for areas such as site camps, borrow pits etc) and other arrangements necessary for compliance with contract conditions, before work commences;
- Providing the day-to-day presence of a construction supervisor while works are in progress;
- Quality control of materials, work methods and completed constructions in conformance with the technical specifications;
- Monitoring progress of the works against the contractor's workplan to ensure that works are completed on schedule;
- Ensuring compliance with site safety, environmental management, Land Acquisition Plan, Temporary Land Use Plan and other requirements of the contract;
- Verifying measurements made by the contractor;
- Reviewing contractor's payment requests;
- Reviewing and recommending for approval contractor's claims for contingency costs, extension of time etc;
- Maintaining site records;
- Checking and verifying as-constructed drawings submitted by the Contractor;
- Following up on any issues arising during construction, and recommending appropriate actions to the Project Manager;
- Maintaining good communication and liaison with stakeholders including local authorities and beneficiary representatives.

4.13 Follow-Up Surveys

For all DBST and concrete-surfaced roads of length exceeding 1 km, the consultant will conduct a follow-up traffic count not less than six months and not more than 18 months after the completion of construction. Insofar as possible, the follow-up traffic count should be conducted at the same time of year as the pre-construction traffic count.

For farm roads and other infrastructure types, the consultant will collect data on usage of the facility not less than six months and not more than 18 months after completion of construction, on a similar basis to the pre-construction survey / use estimate.

4.14 M&E Data

The Consultant will cooperate with the M&E Section of SAAMBAT PMU to provide data needed for project M&E.

This will include entering data into the project Management Information System (MIS) using mobile devices (Android OS) or PC. The consultant will be responsible to provide the appropriate device and to install the software provided by the project for this purpose.

4.15 Capacity Development

SAAMBAT will support capacity development of MRD, PDRD and local authorities for maintenance of rural roads. SAAMBAT will develop a work plan for capacity development in cooperation with the Rural Roads Department of MRD and with development partners supporting rural roads investments. SAAMBAT PMU will develop detailed TOR based on this workplan and in consultation with the Consultant. The Consultant will then identify and mobilise qualified short-term experts to support the capacity development work plan.

4.16 Reporting

The Consultant will prepare and submit the following reports to the Project Manager for approval by the Project Director:

- Not more than two months after the commencement of the contract, an Inception Report detailing, inter alia, Consultant's work plan and staffing; findings of initial pre-feasibility studies on Phase 1 infrastructure sub-projects; design standards to be adopted, Environmental and Social Safeguards standards to be adopted, detailed guidelines / procedures for other matters as required under this TOR;
- Reports of sub-project screening, ESCRA, outline designs and cost estimates;
- Detailed designs, BoQ and cost estimates;
- Completion Reports for each Sub-Project;
- Six-Month Progress Report including a full summary of progress of infrastructure sub-projects as well as activities undertaken by the Consultant, issues, challenges and recommendations;
- Annual Progress Report, with similar scope to the Six-Month Progress Report, but with additional detail'
- Final Report, including a final survey of use and maintenance of all infrastructure works completed under the Project; traffic counts; other relevant findings and recommendations to be taken into consideration in design of future projects.

5 Staffing

5.1 Key Experts

Key Experts will be nominated in the Consultant's Technical Proposal and evidence of their qualifications will be submitted and considered in evaluation of the proposal. In any case where a Key Expert becomes unavailable during the Project period, the Consultant will propose to MRD a replacement expert with equivalent qualifications to the departing expert. MRD will have the discretion to accept or reject the replacement candidate. The Key Experts will consist of:

- The **Team Leader / Resident Engineer**, who will possess at least a Master's Degree in a relevant engineering discipline or alternatively a Bachelor's Degree and a professional charter issued by a reputable body, and a minimum of ten years' experience in design and construction supervision of rural infrastructure, including at least five years in a role with project management responsibilities. The Team Leader will be responsible for liaison with the Project Director and Project Manager, overall work planning, organisation and management of the consultant's team, ensuring the quality of all work and compliance with the Consultant's contract and these Terms of Reference, and preparation of reports. The Team Leader / Resident Engineer will be deployed for 60 person-months.
- The **Deputy Team Leader** will possess at least a Bachelor's degree in a relevant engineering discipline (Master's preferred) and at least seven years' experience in design and construction of rural infrastructure. The Deputy Team Leader will take

primary responsibility for liaison with PDRD and authorities in project areas, organisation of fieldwork and managing the Regional Engineers and Construction Supervisors. The Deputy Team Leader will be deployed for the full period of the contract (78 months). Either the Team Leader or the Deputy Team Leader will be present in Cambodia at all times.

- The **Chief Design Engineer – Roads** will have a Master's Degree or professional charter in civil engineering or highway engineering or a closely related discipline, and at least ten years' experience in design of rural roads in tropical countries, including specific experience of climate change adaptive / climate proof design. The Chief Design Engineer will take overall responsibility to ensure the quality of design of rural road sub-projects and other sub-project types as needed. The Chief Design Engineer – Roads will be deployed for a total of 24 months during the contract period;
- The **Chief Design Engineer – Structures** will have a Master's Degree or professional charter in civil or structural engineering or a closely related discipline and at least ten years' experience in design of bridges, culverts and other structures for highway works. Experience of climate-adaptive / climate proof design is preferred; The Chief Design Engineer will take overall responsibility to ensure the quality of design of rural road structures and other sub-project types as needed. The Chief Design Engineer will be deployed for a total of 18 months during the contract period;
- The **Hydrologist / Climate Adaptive Design Expert** will have a Master's Degree and five years' experience or a Bachelor's degree and ten years' experience in a relevant discipline and proven professional experience of assessing drainage patterns, flood flows and expected impacts of climate change for design of highway works. The Senior Hydrologist / Climate Adaptive Design Expert will be deployed for six months during the contract period.
- The **Geotechnical and Materials Engineer** will have a Master's Degree and five years' experience or a Bachelor's Degree and ten years' experience in a relevant discipline and proven professional experience of assessing quality of materials for use in highway construction. The Geotechnical and Materials Engineer will be deployed in the Inception Phase for three months and will prepare specifications and quality control procedures to be applied during the remainder of the contract.
- The **Road Safety Engineer** will have a Master's Degree and five years' experience or a Bachelor's Degree and ten years' experience in a relevant discipline and proven professional experience conducting Road Safety Impact Assessments and integrating road safety features in the design of roads. The Road Safety Engineer will be deployed in the Inception Phase for three months to prepare appropriate procedures and standards and to conduct capacity building of road safety issues for project staff. Thereafter, the Road Safety Engineer will be deployed for a further 12 months total to provide inputs to sub-project design.
- The **Road Safety Auditor** will be a senior road safety expert holding Chartered Engineer or equivalent status and with a minimum of ten years' professional experience. The Road Safety Auditor will carry out his / her work through desk reviews and site visits. The total inputs anticipated for the Road Safety Auditor are 6 months during the project period.
- The **Senior Surveyor** will have a Master's Degree and ten years' experience or a Bachelor's Degree and ten years' experience in a relevant discipline and proven experience of organising, managing and quality assurance of topographic surveys for highway works. The Senior Surveyor will be deployed for 24 months during the contract period.

- The **Environmental and Social Safeguards and Stakeholder Engagement Specialist** will have a Master's Degree and five years' experience or a Bachelor's Degree and ten years' experience in a social science discipline or in environmental science, and will have substantial experience of conducting environmental impact assessments for rural infrastructure works and of participatory approaches working with rural project beneficiaries. The Environmental and Social Safeguards and Stakeholder Engagement Specialist will be primarily responsible for conducting environmental impact assessments, preparing Land Acquisition Plans, and facilitating engagement and liaison with stakeholders in sub-project locations. The Environment and Social Safeguards and Stakeholder Engagement Specialist will be deployed for 60 months during the contract period.

5.2 Non-Key Experts

The Consultant will deploy non-Key Experts of the following types and with appropriate qualifications and experience. Appointment of all proposed non-Key Experts will be subject to approval of the Project Manager.

Position	Description	Person-Months
Short-Term Experts, as Needed	Senior experts (Master's Degree or higher) in relevant disciplines, need to support study, design and / or supervision operations	6
Capacity Building Experts	Senior experts (Master's Degree or higher) to be deployed in response to request from MRD to support capacity development activities	6
Surveyors	Qualified and experienced professional topographic surveyors	48
Design Engineers	Experienced engineers (Master's Degree preferred) to prepare designs of infrastructure sub-projects under supervision of the Senior Design Engineers	48
GIS Technicians	Experienced and capable GIS technicians able to produce the maps required by the TOR	24
CAD Technicians	Engineers or technicians with suitable qualifications and experience to produce high-standard engineering drawings using CAD technology	48
Regional Engineers	Civil Engineers or highway engineers with at least 5 years professional experience, deployed as needed at Provincial / Regional level to ensure the quality of construction supervision	300
Construction Supervisors	Engineers or technicians with suitable qualifications and experience to conduct day-to-day construction supervision under the direction of the Regional Engineer	600
Administrative Staff	At least one professionally qualified administrator with experience in office management and logistics.	78

5.3 Support Staff

The Consultant will be responsible to deploy sufficient non-professional support staff (office assistant, driver, guard, site assistant etc) to ensure the efficient implementation of the Consultant's responsibilities.

6 Timing and Duration

The Consultant will mobilise (deploy the Team Leader) within one month of contract signing or by 1st January 2020, whichever is the later. The Contract will terminate on 30th June 2026.

7 Qualifications of the Consultant

The Consultant will be a firm registered and eligible to conduct business in Cambodia. The firm will have ...

TERMS OF REFERENCE

Assignment Title	Skills Development Services Provider
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duration	Approximately 738 person-months over 6 years 2020 - 2025
Supervisor	Project Manager, Skills, Technology and Enterprise based in General Department of Economic and Public Financial Policy, Ministry of Economy and Finance

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham,

Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

2 Purpose of the Assignment

The Purpose of the Assignment is to assist the Royal Government of Cambodia's Skills Development Fund (SDF) to deliver the outputs of SC2.1 of SAAMBAT to the highest achievable quality. To this end, the Consultant will deploy suitably qualified experts to assist SC2.1 to develop training curricula, assess the skills gap in the rural economy in SAAMBAT project areas and demand for training from young rural Cambodians, identify potential training providers, screen and select trainees, conduct pre-training courses, assign trainees to either national training courses of SDF, local / regional training courses or a third path of enterprise development; support and mentor young entrepreneurs, monitor the progress of trainees and report results. Reporting responsibilities will include uploading data to the SAAMBAT Management Information System (MIS) as well as traditional project reporting.

3 Location and Timing

The Consultant will support SC2.1 team SDF at national level and in the 50 Economic Poles which may be located in any Province of Cambodia.

Economic Poles will be selected in three Phases. In Phase 1, 10 Economic Poles will be selected in the Provinces of Battambang, Kampong Chhnang, Svay Rieng, Kampong Cham and Kandal. Phase 1 Economic Poles will be selected during 2019.

A further 15 Economic Poles will be selected in Phase 2 in 2020 or 2021.

A final 25 Economic Poles will be selected by Project Mid-Term Review in late 2022.

Needs assessment, training provider identification and two rounds of trainee selection, pre-training and assignment to training paths will be conducted in each Economic Pole.

It is planned to select and provide pre-training to 5,000 rural youth during the period 2020 to 2024. Training classes will be of approximately 25 trainees, therefore 200 classes will be held, or two cycles of two classes per cycle in each of 50 Economic Poles.

4 Scope of Work

a. General

The Consultant is responsible to provide all services necessary to achieve the Purpose of the assignment as defined above. Detailed tasks required to achieve the Purpose, but not specifically mentioned, are understood to be included unless specifically excluded.

The Consultant will establish an office within the General-Department of Policy (GDP), Ministry of Economy and Finance, Phnom Penh. The Consultant's Team Leader will be based in this Office. Owing to space limitations, the Consultant will provide its own office space to accommodate design teams, support staff etc.

The Consultant is responsible to provide its own vehicles, office equipment, survey equipment, field equipment etc as needed to fulfil these TOR.

b. Reporting Line, Cooperation and Communications

The ultimate responsibility for management of the assignment is with the Project Director in Ministry of Rural Development.

Day-to-day management of the assignment is by the Project Manager – Skills, Technology and Enterprise who is located in MEF-GDP.

At national level, the Consultant will cooperate closely with staff and contracting staff of the SC2.1 and the SDF Project.

At local level, the Consultant will cooperate with SAAMBAT project stakeholders including:

- Provincial Department of Rural Development (PDRD) and the SAAMBAT Facilitation Team;
- Provincial Department of Agriculture, Forestry and Fisheries (PDAFF), implementing ASPIRE;
- The Regional Hubs of AIMS, implemented by Ministry of Commerce (MOC);
- Private sector, farmer organisations, agriculture cooperatives and farmers organised in Multi-Stakeholder Platforms (MSP) and Business Clusters by AIMS and ASPIRE;
- Local Authorities.

c. Curriculum Development

The purpose of the pre-training course is to equip rural youth, particularly those from poor households, with the skills they may need to enter formal training and employment. The content of the course will be based on a needs assessment but is expected to focus on soft-skill topics such as timekeeping, workplace discipline, food hygiene (relevant to trainees for work in the food industry) etc. The pre-training course will also equip rural youth to make informed decisions about their own futures, including decisions on migrating to work, seeking employment locally or starting a business. The pre-training course is to be designed for a class of twenty-five trainees over a period of two weeks, or equivalent in intermittent / evening class training.

The Consultant will design the pre-training course based on a needs assessment including discussion with national employer partners of SDF Project, local employers in the SAAMBAT project areas and training providers. The Consultant will submit the draft curriculum materials to SC 2.1 team for review before finalisation.

SC 2.1 team may identify the need for curriculum development of other types of course during the assignment and provision for this purpose will be made in the contract with the consultant. When such needs are identified, the Consultant will work with SC 2.1 team and SDF Project to develop a suitable specification for the curriculum materials and will deploy experts with the appropriate skill set to design the course.

d. Rural Economy Training Needs Assessment

The Consultant will conduct a needs assessment for skills training for rural youth in the SAAMBAT project areas. The needs assessment will include:

- Assessment of the skills gap, or types of vocational skill that are in high demand by employers in the project area;
- Assessment of the level of interest of rural youth, particularly those not continuing with formal education, in different occupations and in entering formal training to acquire skills.

It is anticipated that the needs assessment conducted in Project Year 1 (PY1) in the ten Phase 1 Economic Poles will be broadly representative of needs in the Phase 2 and Phase 3 Economic Poles. However, this assumption will be validated by more limited needs assessment surveys conducted in PY2-3 (Phase 2) and PY4 (Phase 3).

e. Selection of Trainees

To be eligible for training support from SAAMBAT, trainees must match the following criteria:

- Between 16 and 30 years old;
- Not in full-time education (trainees should not drop out of high school to join the course);
- Live in a rural area;
- Family condition is poor or medium. Youth from families owning more than 5 ha of farmland, or owning medium or large-scale enterprises (10 employees or more) are not eligible;
- If necessary, priority will be given to youth from families with ID-Poor cards and female headed households;
- 50% of trainees should be female.

Youth who are already in full-time employment are eligible for training on release basis with the consent of their employer, or out of work hours.

The Consultant will develop a suitable outreach strategy to attract training applicants. This will include dissemination of information about the training opportunity through the network of MSP and Business Clusters supported by AIMS and ASPIRE. However, training opportunities will not be limited to family members of households organised in these groups.

f. Delivery of Pre-Training

The Consultant will develop a suitable strategy for training delivery, taking into account the findings of the needs assessment and the local situation. SAAMBAT facilitation team and PDRD will assist the Consultant to identify a suitable training location. Trainers, support staff and necessary equipment will be provided by the Consultant.

g. Assessment and Assignment to Training Paths

Youth undertaking the pre-training course will be individually assessed. Their preferences for future training will be established and discussed with them to help them come to an informed decision. At the end of the pre-training, trainees will be assigned to one of three training paths:

- **National training program** promoted by SDF Project in partnership with major employers. Normally, this will be for skills training in a non-rural sector. Training is likely to be at a national institution or at a distance from the home area. Training fees will be paid and trainees will receive a scholarship financed by SAAMBAT SC 2.1 and the employers;
- **Regional training program** for rural economy skills. This training will be provided at a training provider in the local area or region and wherever possible should not require the trainee to re-locate. Training fees and a suitable scholarship will be provided by SAAMBAT SC2.1;
- **Rural Business Incubator** (see below).

h. Rural Business Incubator

The Rural Business Incubator is intended to assist rural youths who wish to do so to become self-employed entrepreneurs in the rural economy. Types of enterprise supported are not limited to agriculture value chain activities but may include any type of service provision, small manufacturing, construction etc subject to compliance with relevant laws, regulation and licensing requirements.

The Consultant will make arrangements as needed to provide trainees joining the Rural Business Incubator with the following types of support:

- A further training course in basic business skills, book-keeping, legal framework for small enterprises etc;
- Mentoring to develop a business concept;

- Support to carry out market research or other types of study (perhaps including internship with an existing business) to assist in developing a business plan;
- Development of a business plan including financing requirements;
- Further mentoring support during the early phase of business start-up.

SAAMBAT will not directly finance start-up businesses but will facilitate access to finance, including through access to a Line of Credit of the AIMS project.

i. Follow Up and Outcome Monitoring

The Consultant will provide monitoring data in real time through the SAAMBAT MIS. This will be an online system with data uploading through mobile devices (Android OS) or PC. The Consultant is responsible to provide suitable devices and to install the software.

Data uploaded to the MIS will include:

- Details of all trainees entering the pre-training course;
- Details of pre-training and other courses delivered;
- Training path selected for each trainee;
- Training course assigned;
- Outcome data for all participants in the Rural Business Incubator pathway.

In addition, the Consultant will select a random sample of 10% of trainees assigned to national and local training programs and will follow up annually with those trainees until the end of the project to record:

- Current occupation;
- Income;
- Satisfaction with the training received.

j. Reporting

The Consultant will prepare and submit the following reports to the Project Manager – Skills, Technology and Enterprise for review and for approval by the Project Director.

- Not more than two months after the commencement of the contract, an Inception Report detailing the proposed methodology for the Needs Assessment, outline curriculum of the Pre-Training Course, strategy for selection of trainees, training plan and methodology of the Rural Business Incubator. The Inception Report will detail the proposed staffing plan of the Consultant. The Inception Report will identify any challenges faced and propose solutions. The Inception Report will be submitted to the
- Six-Month Progress Report including progress against the annual work plan, achievements, challenges faced and proposed solutions;
- Annual Progress Report including outputs, achievements, and proposed work plan for the following year;
- A Final Report, to be submitted in draft three months before the end of the assignment, summarising outputs and achievements of the assignment, presenting an evaluation of the effectiveness of the approach adopted and making recommendations to be taken into account in design of future skills training programs for rural youth.

5 Staffing

a. Key Experts

Key Experts will be nominated in the Consultant's Technical Proposal and evidence of their qualifications will be submitted and considered in evaluation of the proposal. In any case where a Key Expert becomes unavailable during the Project period, the Consultant will

propose to MRD a replacement expert with equivalent qualifications to the departing expert. MRD will have the discretion to accept or reject the replacement candidate. The Key Experts will consist of:

- The **Team Leader** who will possess at least a Master's Degree in education or another relevant discipline and a minimum of ten years' professional experience which will include design and implementation of vocational skills training and management experience. The Team Leader will be responsible for the overall organisation of the team, work planning and ensuring technical quality of outputs. The Team Leader will be deployed full-time for Project Years PY1 and PY2 and six months per year from PY3-PY6 (48 months total);
- The **Deputy Team Leader** will have a Master's Degree in education or another relevant discipline and at least five years' experience, or a Bachelor's Degree and at least ten years' experience including delivery of vocational skills training and positions of management responsibility. The Deputy Team Leader will be responsible for organisation of field activities including training classes and will take overall leadership responsibilities when the Team Leader is absent. The Deputy Team Leader will be deployed full-time through the project period (72 months);
- The **Curriculum Development Expert** will have a Master's Degree in education or another relevant discipline and at least ten year's professional experience included developing training curricula for technical and vocational training. The Curriculum Development Expert will be deployed for three months to assist preparation of the Pre-Training Course, with a further three months to be used to develop additional training courses as needs are identified by SAAMBAT SC 2.1;
- The **Business Development Expert** will have a Master's Degree in a relevant discipline and at least 10 years' professional experience in training and support for development of small and medium enterprises, preferably in a rural setting. The Business Development Expert will be deployed for an initial six months to develop the methodology for the Rural Business Incubator and to conduct training-of-trainers, with a further six months' intermittent inputs to support and strengthen implementation (12 months total).

b. Non-Key Experts

The Consultant will deploy non-Key Experts of the following types and with appropriate qualifications and experience. Appointment of all proposed non-Key Experts will be subject to approval of the Project Manager, SAAMBAT SC2.1.

Position	Description	Person-Months
Research Team	Conduct needs assessment, identify training providers etc.	48
Trainers	Deliver pre-training courses and other courses as needed (usually two trainers per course)	180
Facilitators	(1) general facilitation and coordination including liaison with AIMS and ASPIRE; and (2) support to entrepreneurs under Rural Business Incubator	300
Administrative Staff	At least one professionally qualified administrator with experience in office management and logistics.	78

c. Support Staff

The Consultant will be responsible to deploy sufficient non-professional support staff (office assistant, driver, guard, site assistant etc) to ensure the efficient implementation of the Consultant's responsibilities.

6 Timing and Duration

The Consultant will mobilise (deploy the Team Leader) within one month of contract signing. The Contract will terminate on 31st December 2025.

7 Qualifications of the Consultant

The Consultant will be a company or non-government organisation (NGO) registered and eligible to conduct business in Cambodia. The Consultant will:

- demonstrate past implementation experience of similar projects on skills and entrepreneurship training,
- have partnership/ MOU with training providers in targeted provinces
- demonstrate understanding of local context and challenges in TVET in Cambodia: engagement with employers, student recruitment, student retention, student employment and marketing strategies
- have demonstrated experience in working with projects funded by RGC and international development organizations.

TERMS OF REFERENCE

Assignment Title	Digital Technology Outreach Services Provider
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duration	Approximately 738 person-months over 6 years 2020 - 2025
Supervisor	Project Manager, Skills, Technology and Enterprise based in General Department of Economic and Public Financial Policy, Ministry of Economy and Finance

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham,

Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

8 Purpose of the Assignment

The Purpose of the Assignment is to assist the MEF-General department of Economic and Public Finance Policy (GDEPFP) to deliver the outputs of SC2.2 of SAAMBAT to the highest achievable quality. To this end, the Consultant will deploy suitably qualified experts to assist GDEPFP to conduct research on digital technology needs and skills gap in the rural economy; train farmers and other rural value chain actors in use of digital technology; develop and implement sub-projects to increase use of digital technology; facilitate market research by digital innovators; support testing and roll-out of innovative digital applications; and monitor uptake of digital technology in the rural value chain. Reporting responsibilities will include uploading data to the SAAMBAT Management Information System (MIS) as well as traditional project reporting.

9 Location and Timing

The Consultant will support GDEPFP at national level and in the 50 Economic Poles which may be located in any Province of Cambodia.

Economic Poles will be selected in three Phases. In Phase 1, 10 Economic Poles will be selected in the Provinces of Battambang, Kampong Chhnang, Svay Rieng, Kampong Cham and Kandal. Phase 1 Economic Poles will be selected during 2019.

A further 15 Economic Poles will be selected in Phase 2 in 2020 or 2021.

A final 25 Economic Poles will be selected by Project Mid-Term Review in late 2022.

Digital Literacy training will be provided to participants in AIMS and ASPIRE business clusters in all 50 Economic Poles. The total number of trainees will be 5,000 during the period 2020-2024. Training classes will be of approximately 25 trainees; therefore 200 classes will be held, or four classes in each of 50 Economic Poles.

Other field activities will be in selected locations within the Economic Poles. Choice of locations will be identified through the Multi-Stakeholder Platform planning process and agreed with GDEPFP.

10 Scope of Work

a. General

The consultant is responsible to provide all services necessary to achieve the Purpose of the assignment as defined above. Detailed tasks required to achieve the Purpose, but not specifically mentioned, are understood to be included unless specifically excluded.

The Consultant will establish an office within GDEPFP in Ministry of Economy and Finance, Phnom Penh. The Consultant's Team Leader will be based in this office. Owing to space limitations, the Consultant will provide its own office space to accommodate design teams, support staff etc.

The Consultant is responsible to provide its own vehicles, office equipment, survey equipment, field equipment etc as needed to fulfil these TOR.

b. Reporting Line, Cooperation and Communications

The ultimate responsibility for management of the assignment is with the Project Director in Ministry of Rural Development.

Day-to-day management of the assignment is by the Project Manager – Skills, Technology and Enterprise who is located in GDEFP.

At national level the Consultant will cooperate closely with staff and advisers of GDEFP and with Techo Start-Up Centre, Royal University of Phnom Penh.

At local level, the Consultant will cooperate with SAAMBAT project stakeholders including:

- Provincial Department of Rural Development (PDRD) and the SAAMBAT Facilitation Team;
- Provincial Department of Agriculture, Forestry and Fisheries (PD AFF), implementing ASPIRE;
- The Regional Hubs of AIMS, implemented by Ministry of Commerce (MOC);
- Private sector, farmer organisations, agriculture cooperatives and farmers organised in Multi-Stakeholder Platforms (MSP) and Business Clusters by AIMS and ASPIRE;
- Local Authorities.

c. Research

The Consultant will conduct research with participants in AIMS and ASPIRE value chains in order to establish (1) current level of use of digital technology for economic purposes; (2) level of access to digital technology, including connectivity and access to smartphones and PCs; (3) awareness of the potential for using digital technology to enhance agriculture value chain activities; (4) identify potential to increase use of digital technology using currently available applications; and (5) identify potential for development of innovative digital technology applications for the rural economy.

The Consultant will be fully responsible for design and implementation of the research. However, staff of Techo Start-Up Centre (TSC) will join the consultant's research team. TSC staff will be responsible for their own costs for this activity.

The findings of the research will be presented in a report within six months of the start of the assignment.

d. Digital Literacy Training Course Development

Informed by the research findings, the Consultant will develop a Digital Literacy Training Course designed to assist the AIMS / ASPIRE Business Cluster participants to increase their use of digital technology for economic purposes.

It is envisaged that the training course will be of one-week duration, or equivalent in part-time study, and will cover the following topics:

- Concepts of digital technology and Internet access;
- Types of use of digital technology by farmers and small businesses;
- Use of general applications (e.g. social media) to improve business communications;
- Use of financial technology applications;
- Applications specifically for agriculture sector (e.g. market information systems)
- Protecting privacy and guarding against Internet fraud;
- Discussion of opportunities for the group to use digital technology.

e. Delivery of Digital Literacy Training

Digital Literacy trainees will be selected in cooperation with AIMS and ASPIRE. The opportunity to participate in digital literacy training will be discussed in the Multi-Stakeholder Platform meetings and views will be sought on the types of trainee most likely to benefit. Identification of trainees will be conducted through meetings of the Business Clusters. General

principles to be observed include that at least 50% of trainees should be women, and trainees from poor households (with ID-Poor cards) should have priority where they are able to benefit from the training. Poorer participants will face the difficulty that they are less likely to possess smartphones or be able to afford connectivity costs. This issue will be examined in the research phase.

The Consultant will develop a suitable strategy for training delivery, taking into account the findings of the research phase and the local situation. SAAMBAT facilitation team and PDRD will assist the Consultant to identify a suitable training location. Trainers, support staff and necessary equipment will be provided by the Consultant.

f. Sub-Projects

The Consultant will design and implement sub-Projects to assist groups of rural value chain actors to take advantage of and use existing available digital technology for economic purposes. Examples could include making improved use of market information services, using social media to improve group communication etc. Opportunities for sub-projects will be identified during the digital literacy training courses.

It is planned to implement 10 sub-projects with 100 participants per sub-project. Sub-Projects may be focussed in a specific location (i.e. within a single Economic Pole) or dispersed, according to the nature of the sub-project. Sub-projects may repeat successful designs already used in other locations.

Staff and facilitators of ASPIRE (Provincial Department of Agriculture, Forestry and Fisheries) and AIMS (organised in regional hubs under Ministry of Commerce) are expected to support and facilitate implementation of the sub-projects. This may require advance planning so that activities can be included in the Annual Workplan and Budget (AWPB) of each project. AWPB are prepared during the final quarter of the year before implementation.

Provision for funds to support materials and other expenses for sub-project implementation will be included in the contract with the Consultant.

g. Linking Innovators to Rural Value Chain Actors

Through Techo Start-Up Centre (TSC), SAAMBAT will support development of innovative digital technology for the rural economy. The centrepiece of this effort will be a Khmer Agriculture Suite (KAS) developed by TSC as an open digital platform. Other innovators will be able to develop applications based on the platform. It is likely that an early application of the platform will be a Virtual Market allowing farmers and traders to exchange information, advertise produce; agree sale contracts, arrange collection / delivery and develop relationships of trust. Innovative proposals will be sought through a Challenge Fund operated by TSC.

Digital entrepreneurs and application developers will need opportunities to interact with rural value chain actors for market research, product development and testing. The Consultant will provide the “interface” for this interaction in cooperation with ASPIRE and AIMS. This may include facilitating meetings between developers and value chain actors and identifying opportunities for more extended relationships, such as leading farmers and traders who are able to advise developers on needs and test products.

h. Testing and Roll-Out of Innovations

The Consultant will support testing and roll-out of digital innovations linked to the KAS. This will include (1) organising tests of prototype applications on a similar basis to the sub-projects for existing applications described above; (2) raising awareness of the new applications; and (3) training the first users of new applications.

i. Follow Up and Outcome Monitoring

The Consultant will provide monitoring data in real time through the SAAMBAT MIS. This will be an online system with data uploading through mobile devices (Android OS) or PC. The Consultant is responsible to provide suitable devices and to install the software.

Data uploaded to the MIS will include:

- Details of all trainees participating in the digital literacy or other training ;
- Details of digital literacy and other courses delivered;
- Data on sub-projects and application tests.

In addition, the Consultant will select a random sample of 10% of trainees and will follow up annually with those trainees until the end of the project to record:

- Uptake of digital technology
- Impact on income from value chain activities
- Satisfaction with the training received.

j. Reporting

The Consultant will prepare and submit the following reports to the Project Manager – Skills, Technology and Enterprise for review and for approval by the Project Director.

- Not more than two months after the commencement of the contract, an Inception Report detailing the proposed methodology for the research phase, outline curriculum of the Digital Literacy training, strategy for selection of trainees and training plan. The Inception Report will detail the Consultant's proposed staffing plan. The Inception Report will identify any challenges faced and propose solutions.
- A report of the findings of the research phase;
- Brief reports of the results of sub-projects and application tests;
- Six-Month Progress Report including progress against the annual work plan, achievements, challenges faced and proposed solutions;
- Annual Progress Report including outputs, achievements, and proposed work plan for the following year;
- A Final Report, to be submitted in draft three months before the end of the assignment, summarising outputs and achievements of the assignment, presenting an evaluation of the effectiveness of the approach adopted and making recommendations to be taken into account in design of future interventions to support digital technology in the rural economy.

11 Staffing

a. Key Experts

Key Experts will be nominated in the Consultant's Technical Proposal and evidence of their qualifications will be submitted and considered in evaluation of the proposal. In any case where a Key Expert becomes unavailable during the Project period, the Consultant will propose to MRD a replacement expert with equivalent qualifications to the departing expert. MRD will have the discretion to accept or reject the replacement candidate. The Key Experts will consist of:

- The **Team Leader** who will possess at least a Master's Degree in computer science or another relevant discipline and a minimum of ten years' professional experience which will include development of innovative applications of digital technology in developing countries. The Team Leader should also have significant management experience. The Team Leader will be responsible for the overall organisation of the

team, work planning and ensuring technical quality of outputs. The Team Leader will be deployed full-time for Project Years PY1 and PY2 and six months per year from PY3-PY6 (48 months total);

- The **Deputy Team Leader** will have a Master's Degree in computer science, business development or another relevant discipline and at least five years' experience, or a Bachelor's Degree and at least ten years' experience including application of digital technology, capacity development and positions of management responsibility. The Deputy Team Leader will be responsible for organisation of field activities including training classes and will take overall leadership responsibilities when the Team Leader is absent. The Deputy Team Leader will be deployed full-time through the project period (72 months);
- The **Curriculum Development Expert / Master Trainer** will have a Master's Degree in education or another relevant discipline and at least ten year's professional experience included developing training curricula for technical and vocational training. The Curriculum Development Expert will be deployed for six months to prepare the Digital Literacy training course and to train trainers. assist preparation of the Pre-Training Course. A further six months' intermittent inputs is allocated to develop further training courses as need and to support and strengthen implementation (12 months total);

b. Non-Key Experts

The Consultant will deploy non-Key Experts of the following types and with appropriate qualifications and experience. Appointment of all proposed non-Key Experts will be subject to approval of the Project Manager.

Position	Description	Person-Months
Research Team	Conduct the initial research to identify needs and opportunities for strengthening use of digital technology in agriculture value chains and the rural economy	12
Trainers	Deliver digital literacy and other training courses as needed	180
Facilitators	(1) general facilitation and coordination including liaison with AIMS and ASPIRE; and (2) support testing and roll-out of digital innovations; and (3) monitoring and evaluation.	300
Administrative Staff	At least one professionally qualified administrator with experience in office management and logistics.	78

c. Support Staff

The Consultant will be responsible to deploy sufficient non-professional support staff (office assistant, driver, guard, site assistant etc) to ensure the efficient implementation of the Consultant's responsibilities.

12 Timing and Duration

The Consultant will mobilise (deploy the Team Leader) within one month of contract signing or by 1st January 2020, whichever is the later. The Contract will terminate on 31st December 2025.

13 Qualifications of the Consultant

The Consultant will be a company or non-government organisation (NGO) registered and eligible to conduct business in Cambodia. The firm will have ...

TERMS OF REFERENCE

Assignment Title	Impact Survey
Project	Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
Duration	Approximately 42 Key Expert + 93 non-key expert person-months over 6 years 2020 – 2025
Supervisor	Project Manager, Project Management Unit, Ministry of Rural Development

1 Project Description

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT is a project of the Royal Government of Cambodia (RGC). The total project cost is estimated as US\$ 95 million of which International Fund for Agriculture Development (IFAD) has committed loan financing of US\$ 54 million and RGC has committed US\$ 10.8 million from domestic resources. The Project Development Objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key Outcomes: (1) Poor rural people’s benefits from market participation increased; and (2) Poor rural people’s productive capacities increased.

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD). MRD is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD directly implements Component 1: Value Chain Infrastructure. The types and approximate quantities of infrastructure to be constructed / rehabilitated under Component 1 are shown in the following table:

Output Type	Planned Quantity	
	By Mid-Term	Final
Rural roads with DBST or concrete pavement	150 km	650 km
Farm Access roads with laterite surface	60 km	150km
Improvements to rural markets	15	50
Collection points, ferry crossings and other types	10	25

Component 2 is implemented by Ministry of Economy and Finance (MEF). Sub-Component SC2.1: Skills for Rural Youth, will assist 5,000 rural youth to improve their employment opportunities and about 330 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 10,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as Economic Poles. SAAMBAT infrastructure projects will be located in any of 50 agriculture production areas known as Economic Poles (EP). The EP will be areas of approximately District size with an integrated economy based on smallholder agriculture and defined by physical features such as topography, transport and market infrastructure or a key value chain. EP will be selected in areas that have ongoing activities of ASPIRE and / or AIMS. It is planned

to select EP in the following 12 Provinces: Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Thom, Kampot, Kandal, Preah Vihear, Pursat, Takeo, Stung Treng and Svay Rieng.

Purpose of the Assignment

The purpose of the assignment is to measure and, where possible, attribute changes in key results indicators of SAAMBAT in the target Economic Poles during the lifetime of the project. Using a household survey methodology, the service provider will measure and report on the indicators in the following table.

Level	Indicator	Baseline	Mid-Term	End Target
Outreach	Households receiving services promoted or supported by the project <ul style="list-style-type: none"> Number of household members Male, female, youth 	n/a	75,000	227,000
Objective	Direct project beneficiaries experiencing at least 25% increased earnings-per-day from on-farm or off-farm work <ul style="list-style-type: none"> Females (target 50%) Youth (target 50%) 	n/a	60,000	120,000
Outcome	Households reporting improved physical access to markets, processing and storage facilities	n/a		160,000
Outcome	Households reporting reduced variability of earnings with climate conditions	n/a	20,000	60,000
Background	Rural youth employed in jobs requiring vocational skills			n/a
Background	Number of small and medium enterprises owned by rural people			n/a
Background	Number of people employed by small and medium enterprises			n/a
Background	Number of people with access to smartphone / internet technology			n/a
Background	Number of people using smartphone / internet technology for any purpose related to livelihood			n/a

14 Sampling Strategy, Location and Timing

The survey will be conducted in 15 of the 50 target Economic Poles of SAAMBAT.

Baseline survey will be conducted in 5 EP in each of Project Year 1 (PY1), PY2 and PY3.

A mid-term survey will be conducted in Project Year 3 in the 5 EP with baseline in PY1 only.

An end-line survey will be conducted in all 15 EP in PY5.

The intention of the sampling strategy is that:

- Sample EP will adequately represent all EP in the project;
- Baseline data will be collected immediately before the main phase of infrastructure works in each EP;
- Mid-term survey data will be collected soon after completion of the main phase of infrastructure works in a sub-sample of EP;

- End-term survey data will represent the situation once infrastructure works are fully operational and secondary effects such as increase of business due to the investments has occurred.

The provisional schedule for selection and implementation of infrastructure works in the 50 EP is indicated in the following table.

Activities	2020	2021	2022	2023	2024	2025
Provisional Selection of EP (50EP)						
Feasibility Study and Design Phase 1 (16EP)						
Construction of Works Phase 1 (16 EP)						
Feasibility Study and Design Phase 2 (16EP)						
Construction of Works Phase 2 (16 EP)						
Confirm Selection of Phase 3 EP (18EP) at MTR						
Feasibility Study and Design Phase 2 (16EP)						
Construction of Works Phase 2 (16 EP)						

Each baseline sample will be selected by a single-stage random draw of 5 EP from each of Phase 1, Phase 2 and Phase 3.

In each EP, two Communes with the highest concentration of SAAMBAT infrastructure investments (by value of investments within the territory of the Commune) and one Commune with no infrastructure investments, or with the lowest concentration of infrastructure investments, will be selected. An equal number of 60 households will be sampled in each Commune, regardless of the population size of the Commune. Three villages will be selected in each Commune, at different distances from the largest infrastructure investment (e.g. road). An equal number of households (i.e. 20) will be selected for interview in each village.

The resulting sample of 900 households will be considered as a single sample. For data analysis, households will be divided into “treatment” and “control” groups based on actual access to and use of SAAMBAT supported infrastructure and services: i.e. it is possible that some households in the communes benefiting from infrastructure will be classed in the control group because they do not actually access or use SAAMBAT infrastructure or services. It is possible that the survey will discover that some households in the “no investment” communes make use of SAAMBAT infrastructure.

Accordingly, distance and travel time to major SAAMBAT infrastructure investments (road, market) will be recorded for each village where survey households reside. Actual use of SAAMBAT infrastructure will be recorded for each respondent.

Detailed strategy for selecting households in the survey Communes will be proposed by the service provider and approved by MRD-PMU.

Follow-up surveys will re-survey the same households as the baseline on a panel basis.

Summary of Sampling

Sample EP selected by single-stage random draw from:	Sample Size			HH Surveyed in Each Year				
	EP	Com m-unes	HH	2021	2022	2023	2024	2025
Phase 1: 16 EP with construction starting in 2021	5	15	900	900		900		900

Phase 2: 16 EP with construction starting in 2022	5	15	900		900			900
Phase 3: 18 EP with construction starting in 2023	5	15	900			900		900
Total	15	75	2700	900	900	1800		2700

15 Questionnaire Design

The Consultant will draft the survey questionnaire with regard to the following principles:

- Collection of the full data required to evaluate the key indicators;
- Efficient use of time: avoid over-length questionnaires and minimise collection of data that will not be used directly to evaluate the indicators;
- Ensure that the wording of the questions will be easily understood by rural Cambodians.

The Consultant will prepare a draft questionnaire and submit to MRD-PMU for comment. After approval of the draft, the Consultant will train enumerators in the use of the questionnaire and may identify further revisions needed to ensure clarity at this step. The Consultant will then field-test the questionnaire with a sample of at least 50 households selected in a Province that is not included in the list of expected SAAMBAT target provinces (see above).

The Consultant will make final adjustments to the questionnaire following the field testing.

It is expected that the questionnaire will then be used without further modifications through the four rounds of data collection.

MRD-PMU will reserve the right to request limited numbers of additional questions to be added to the questionnaire if a project need for the data arises.

16 Data Analysis

The service provider will propose a data analysis method to correct for different probability of selection of different households arising from the sampling strategy.

The survey provider will use survey data to determine a relationship between household distance from SAAMBAT infrastructure and use of the infrastructure. The survey provider will apply the relationship to secondary demographic data (e.g. from Commune Database or Census 2019) to estimate the total numbers of beneficiaries of SAAMBAT infrastructure.

Indicators will be disaggregated by:

- Members of households benefiting from / not benefiting from SAAMBAT infrastructure investments;
- Female, male, young (<30 years old).

The survey is not expected to provide adequate data for cost-benefit analysis or other evaluation of individual infrastructure investments (these evaluations will be done separately using a different methodology).

All estimated indicator values will be reported with a standard 5% confidence interval calculated by standard methods to be agreed with MRD-PMU.

17 Scope of Work

The service provider will be responsible to carry out the following tasks:

1. Study background documents, to be provided by MRD-PMU, and discuss with stakeholders including MRD-PMU and IFAD to understand the purpose, design, implementation plan and key results indicators of the SAAMBAT project;
2. Develop a detailed sampling strategy for the PY1 baseline survey, based on the methodology in these TOR and to be agreed with MRD-PMU;
3. Design and field-test a household questionnaire suitable to measure the required indicators in a robust and time-efficient manner;
4. Estimate expected 5% confidence intervals for key indicators, based on field test results and previous experience with similar surveys;
5. Prepare and submit to MRD-PMU an Inception Report including (1) sampling strategy; (2) questionnaire design; (3) fieldwork plan for PY1; (4) data cleaning and validation methodology; (5) data analysis and reporting plan for PY1; (6) contents and structure of baseline survey report; and (7) outline work plan for PY2-PY5;
6. Draw a sample following the agreed sampling strategy. At this stage, no modifications to the sample for reasons of logistical convenience are to be permitted;
7. Collect field data for PY1 baseline survey;
8. Analyse PY1 baseline data, prepare and submit report;
9. Conduct follow up surveys, analysis and report in PY2-PY5 according to the agreed workplan;
10. Provide limited additional support to MRD-PMU for further data analysis as required.

18 Reporting

Reports will be submitted in English with an Executive Summary which is translated in Khmer.

The following reports will be submitted:

1. Inception Report, in PY1;
2. PY1 Baseline Survey Report;
3. PY2 Baseline Survey Report;
4. PY3 Baseline Survey Report;
5. PY3 Mid-Term Survey Report (follow-up of PY1 sample, including observed changes);
6. PY5 Final Survey Report, including observed changes, statistical analysis and comments on attributability.

19 Staffing

a. Key Experts

The Key Experts (KE), whose individual qualifications will be taken into account in selection of the Consultant, will comprise:

- Key Expert 1 (KE1): Task Manager with overall responsibility for management and coordination of the survey. Communications between MRD-PMU and KE1 will be considered as official communications with the Consultant (approximately 12 months over 5 years);
- KE2: Social Research Expert responsible for questionnaire design, interpretation of findings (in collaboration with KE3) and reporting (approximately 10 months over 5 years);
- KE3: Statistician responsible for sampling design, data analysis; calculation of confidence intervals and interpretation of findings in collaboration with KE2 (approximately 8 months over 5 years)
- KE4: Field Survey Manager, responsible for developing the data collection plan and managing the survey team (approximately 12 months over 5 years).

A single individual with suitable qualifications may be proposed for any two, but not more than two, of these roles.

KE1 (Task Manager) will have a Master's Degree in a relevant discipline and at least 10 years' professional experience, including at least 5 years in a position with management responsibilities. He/she will demonstrate previous experience of task management of a complex socio-economic survey. KE2 will be fluent in spoken and written English. A high level of Khmer language ability will be an advantage.

KE2 (Social Research Expert) have a bachelor degree in a social science discipline and at least 7 years' experience, or a Master's degree in a social science discipline and at least 5 years' experience in socio-economic research in rural areas, including previous experience of household survey design and implementation. Previous experience in Cambodia is preferred. KE2 will be fluent in spoken and written English.

KE3 (Statistician) will have a bachelor degree in statistics or in a field requiring statistical expertise, with at least 5 years professional experience; or a Master's degree in statistics or in a field requiring statistical expertise, with at least 3 years professional experience. Only professional experience in roles requiring regular application of statistical methods and data analysis will be considered. KE3 must have previous experience in design and implementation of household surveys including sampling design and rigorous statistical analysis of results. KE3 will be3 fluent in spoken and written English.

KE4 (Field Survey Manager) will have a bachelor's degree in a relevant discipline and at least five years professional experience. He/she will demonstrate previous experience in management of at least three complex household surveys involving large enumerator teams, with at experience of at least one survey as manager in charge of fieldwork. KE4 will be fluent in spoken and written Khmer and should have adequate spoken and written English.

b. Non-Key Experts

The Consultant will deploy non-Key Experts of the following types and with appropriate qualifications and experience. Appointment of all proposed non-Key Experts will be subject to approval of the Project Manager.

Position	Description	Person-Months
Computer /IT specialists	Installation and management of data entry and analysis software and general IT support	6
Field Supervisors	Responsible for managing enumerator team and ensuring quality of data collection. At least one supervisor always to be present in a Commune where data collection is taking place. At least two years' experience in conducting or managing household surveys is required.	12
Enumerators	Must be native Khmer speakers. Preference should be given to candidates with experience in quantitative data collection in rural Cambodia, namely on the themes of the questionnaire.	60
Data Entry Manager	Responsible to manage and ensure quality of data entry. Advanced computer skills, team management experience are required. Should have previous experience of managing data entry for a complex household survey.	6

Data Entry clerks	Require strong general computer skills. Preference should be given to candidates with experience in quantitative data entry and/or previous experience in survey work.	9
-------------------	--	---

c. Support Staff

The Consultant will be responsible to deploy sufficient non-professional support staff (office assistant, driver, guard, site assistant etc) to ensure the efficient implementation of the Consultant's responsibilities.

20 Timing and Duration

The Consultant will mobilise (deploy the Team Leader) within one month of contract signing or by 1st January 2020, whichever is the later. The Contract will terminate on 31st December 2025.

21 Qualifications of the Consultant

The Consultant will be a company or non-government organisation (NGO) registered and eligible to conduct business in Cambodia. The Consultant will have the following qualifications:

- Demonstrated experience of organizing surveys on the scale of this project;
- Strong capacity and experience in planning and organizing survey logistics;
- Good network of experienced enumerators, supervisors and data entry clerks;
- Strong capacity in data management and statistics;
- Established capacity for advanced use of an appropriate statistical software package (e.g. CS-Pro, SPSS, Stata, SAS);
- Strong capacity in survey analysis and reporting of results;
- Preference will also be given to the following qualifications;
- Experience conducting household survey work in Cambodia;
- Strong background in statistics and econometrics;
- Previous experience in impact evaluation is preferred.

ANNEX 4: FRAMEWORK FOR POLICY STUDIES

Policy Note: Framework for Studies Financed By SAAMBAT

1 Introduction

This Policy Note sets out the framework for policy studies to be financed by SAAMBAT under Sub-Component 2.3: Policy Research and Strategic Studies. It sets the SAAMBAT policy studies in the broader framework of IFAD's country programme, engagement with RGC and partnerships with other agencies. The Policy Note describes the institutional framework for policy studies, process and dissemination of results. Finally, the note presents an open list of potential study topics, subject to agreement with RGC on relevance and need.

2.2 Purpose of Policy Studies

SAAMBAT will support policy studies designed to produce evidence-based recommendations on specific policy questions that are under active consideration by RGC and are broadly relevant to IFAD corporate strategic objectives and the COSOP. Because SAAMBAT is designed to complement other IFAD country programme initiatives (ASPIRE, AIMS, TSSD, S-RET and grant-financed activities) and those of programme partners in a fully programmatic approach, SAAMBAT policy studies are not limited to themes directly addressed by SAAMBAT physical outputs.

Policy studies are expected to contribute to evolving policy discussion within RGC and between RGC and its development partners; to assist RGC and IFAD to develop an updated COSOP; to inform the strategic direction of ongoing IFAD-financed projects and the design of new projects and to influence the strategic thinking of IFAD's partners (in the same way that IFAD strategy is influenced by research and policy work produced by others).

2.3 Institutional Framework for Policy Studies

SAAMBAT Sub-Component 2 will be implemented by MEF through a Project Implementation Unit in its General Department of International Cooperation and Debt Management (GDICDM), while the Skills Development unit within the General Department of Policy (GDP) will lead implementation of Sub-Component 2.1 (Skills for Rural Youth). This is a good fit with the role of MEF as IFAD's direct counterpart agency and co-owner of the COSOP, as well as its important policymaking role within government. Nevertheless, it is recognised that policy studies in areas relevant to the IFAD programme are likely to involve the mandates of other Ministries and / or inter-Ministerial committees. In most cases these Ministries will be the ones represented on the Programme Steering Committee. Therefore, Sub-Component 2.3 including policy studies will be led by the PSC through its Secretariat established in MEF. The PSC Secretariat will work through the PSC representatives to coordinate design and implementation of policy studies with the relevant Ministries. MEF has nominated Centre for Policy Studies (CPS), an independent non-profit company with expertise in economic and agriculture sector policy, to be an implementing partner for Sub-Component 2.3 including the policy studies. CPS will work with the PSC Secretariat to identify, design and manage the studies, facilitate stakeholder consultations and disseminate findings. Also within Sub-Component 2.3, CPS will support strategic development of the IFAD country programme in Cambodia.

ASPIRE and S-RET include resources to support policy studies. MEF will coordinate with these projects to ensure that resources for policy studies are used in an efficient manner. The ambition should be to coordinate all policy study resources to strengthen the policy relevance of the programme as a whole.

Likewise, MEF will seek to ensure that policy studies resources do not duplicate efforts financed by other development partners. IFAD will assist in this coordination.

24 Policy Study Process

Policy Studies will be conducted according to the following general process:

1. **Identification** of a topic through discussions between MEF, project executing / implementing agencies and IFAD;
2. Review of existing policies, relevant mandates and ongoing policy work by others and preparation of a 3 – 5 page **Policy Background Brief**;
3. Definition of specific **research questions** to be addressed;
4. Preparation of a **Terms of Reference**;
5. Contracting of a service provider or individual consultant to implement the study and prepare a **Consultant's Report**;
6. Presentation of the Consultant's Report at a **seminar event** led by senior Government officials;
7. Preparation of a **Policy Brief**, usually of 2 – 5 pages length, summarising policy recommendations that have been agreed at the seminar;
8. **Dissemination** of the Consultant's Report and the Policy Brief.

Policy studies will only proceed if the Policy Background Brief confirms that there are open policy questions that are worthwhile to address and that are not adequately covered by ongoing work by others. In some cases, SAAMBAT funds could be used to support joint policy studies with other partners. The final decision to proceed following preparation of the Policy Background Brief will be made by MEF after consultation with relevant stakeholders.

The Consultant's Report will provide the factual basis for policy recommendations together with analysis and the views of the consultant. The Policy Brief will represent views that have been agreed as appropriate by relevant senior RGC officials and by IFAD. In case that these parties cannot reach agreement on the recommendations, no Policy Brief will be issued.

25 Policy Study Topics

The following topics meet the criteria of being relevant to development of RGC policy and development partner strategy in areas directly addressed by SAAMBAT, by the broader IFAD country programme or by corporate strategic priorities of IFAD. This list is open and provisional only, and the decision to proceed with any study will be based on the process described above.

Specific topics for policy studies may include:

1. Rolling out of Cambodia GAP standards and quality assurance systems to enhance smallholder access to the market for Cambodia GAP certified products;
2. Data security and regulatory environment needed for successful roll-out of the Khmer Agriculture Suite (KAS) platform for digital applications for the rural economy;
3. The role of RET in the agriculture sector, in areas served by the electricity grid;
4. Effective coordination of rural road maintenance responsibilities between MRD / PDRD and local authorities;
5. Financing needs of rural entrepreneurs, and common standards for design of subsidies and matching grant instruments;
6. Development of TVET standards for the rural economy.

Policy studies may also be designed to strengthen mainstreaming of the IFAD priority themes of gender, youth, nutrition and climate change within the IFAD country programme and broader RGC policy and programme development. Policy studies will generate specific recommendations that can be adopted during programme and project design. This may require additional studies specifically devoted to these themes, however it should also mean

that the themes are “mainstreamed” in design and implementation of policy studies on all topics.

A key area of interest for **gender** will be to study barriers to women’s economic empowerment in agriculture value chains, including specific challenges faced by women entrepreneurs in starting, operating and growing businesses in the agriculture sector, and generate recommendations on how RGC and IFAD can assist women to overcome these barriers.

The responsiveness of IFAD projects to the needs of rural **youth** is a pressing concern as, increasingly, rural youth are attracted by economic opportunities outside agriculture. Strategies to support youth may include both facilitating this transition and helping rural youth take better advantage of opportunities, while mitigating risks, in moving outside agriculture, but also strategies to make agricultural livelihoods more attractive to youth.

Poor **nutrition**, particularly amongst children and mothers, is a persistent problem in Cambodia with no single and easy solution. Policy studies may examine how best IFAD can leverage its access to rural communities, through its agriculture sector programmes, to partner with specialist agencies including UNICEF and World Food Programme, for effective action to improve nutrition.

Climate change is a key issue with potential implications for all aspects of the IFAD country programme. Climate change is mainstreamed in project activities through local vulnerability assessments, inclusion of climate change related materials in extension messages, promotion of climate-resilient agriculture techniques, adoption of climate-proofed designs for infrastructure and promotion of RET as a contribution to climate change mitigation. Programmes including the Cambodia Climate Change Alliance (CCCA) and the ADB Special Programme for Climate Resilience (SPCR) have devoted considerable resources to study of climate change trends and implications for rural Cambodia. SAAMBAT resources should not be used to duplicate existing studies. However, there is scope for an improved understanding of the implications of climate change for the future evolution of the Cambodian rural economy, going beyond the prominent issues of disaster preparedness for floods and droughts, and developing recommendations for the future of the country programme. The aim should be to ensure that climate change is mainstreamed at a strategic level, i.e. it is integrated in the strategic analysis that underpins programme and project design, rather than being seen only or mainly as a sub-set of activities designed to increase resilience within a largely unchanged paradigm.

ANNEX 6: Environmental, Social and Climate Risk Screening Checklists

ANNEX 7: Environmental and Social Management Framework

ANNEX 8: TEMPLATES FOR EIB FUND ALLOCATION

Table A8.1 Allocation / Disbursement Summary

Allocation number X
 Date dd/mm/yyyy

Name of EIB operation SAAMBAT SUSTAINABLE RURAL DEVELOPMENT CAMBODIA
 Number of EIB operation 2019-463
 Currency: EUR

SUMMARY OF ALLOCATION TABLE (FOR ALL SUB-PROJECTS INCLUDED IN EIB OPERATION)

EIB allocation request date: dd/mm/yyyy (1)	EIB disbursed amount (EUR)	EIB allocated amount (EUR)	Allocated / Disbursed (in %)	EIB's funds paid to final beneficiaries (in %)
<i>Example:</i>				
Disbursement no. 1 (date)	xxxx		xxx	xxx
Allocation no. 1 (date, allocation request no.)		xxx	xxx	xxx
Allocation no. 2 (date, allocation request no.)		xxx	xxx	xxx
Disbursement no. 2 (date)	xxx		xxx	xxx
Total	xxxx	xxxx		

Sectors	Total investment costs (EUR)	Financial sources (EUR)			Number of sub-projects	Range of sub-project investment costs	
		IFI (EUR)	RGC (EUR)	Other resources (EUR)		lowest (EUR)	highest (EUR)
Project							
1 Component 1: Value Chain Infrastructure - Rural Road Rehabilitation							
EIB project total							
1 Component 1: Value Chain Infrastructure - Rural Road Rehabilitation							
or which EIB's funds are allocated							
Total funds disbursed to final beneficiary							

Person in charge <name and surname>
<Function>
<Department>

Signature
 Date
 Place

Table A8.2: Allocation and Monitoring Table

ALLOCATION NO. X
DATE: DD/MM/YYYY

Name of EIB Operation: SAAMBAT SUSTAINABLE RURAL DEVELOPMENT CAMBODIA
Number of EIB Operation: 2019-463

Currency: EUR

ALLOCATION and MONITORING TABLE (FOR ALL SUB-PROJECTS INCLUDED IN EIB OPERATION) - individual schemes

No. (order)	Sector	Sub-Project name (brief)	Sub-Project description (main features, objectives) and location	Responsible Department/Implementing body	Implementation dates		Total cost of the sub-project (EUR)	Funding / Financing Sources (EUR)			EIB Funds Allocated (EUR)	Environmental and Social compliance					Procurement	Indicator				
					start mm/yyyy	end mm/yyyy		IFI	RGC	Other		EIA	Nature conservation	Resettlement	Land Acquisition	Indigenous groups		Type of tender (thresholds)	Output Upgraded road length (km)	Outcome Traffic (AADT)	% of total cost related to climate change adaptation	% of total cost related to road safety
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)
Sectors																						
Sectors																						
Sectors																						
Sectors																						
Sectors																						
Sectors																						
Sectors																						
Total																						

Explanatory notes:

(1) No. order
(2) Sector: 1 Rural Roads
(3) Project name
(4) Brief project description of the project (description, justification) and location
(5) Responsible Department for implementation
(6),(7) Please indicate the latest estimated dates for start and completion of the project
(8) Estimated total investment cost paid by the promoter (prior deduction of ineligible cost)
(9)-(11) Financial Sources (EU grants, Municipal funds and other (National, etc.))
(12) EIB funds allocated
(13) Please indicate environmental screening procedure and environmental impact assessment
(14) It refers to protected habitats areas of international or national importance. Please indicate: (A) No significant impact, potential or likely, on a conservation site. In that case a declaration signed by the Competent Authority Form A - or its equivalent - has to be provided. (B) A significant impact, potential or likely, on a conservation site. In that case Form B - or its equivalent - has to be signed by the Competent Authority and submitted to the Bank together with the justification of overriding public interest (as well as the opinion of the European Commission, if applicable, by the Article 6 (4) of the Habitats Directive).
(15) Please indicate: (A) Resettlement of more than 200 Project Affected Persons (PAP). In this case provide a copy of the Resettlement Action Plan. (B) Resettlement of less than 200 PAPs. In this case provide a copy of the Abbreviated Resettlement Action Plan.
(16) Please indicate: (A) Land acquisition done without Voluntary Land Contribution. In this case provide a copy of the Land Acquisition Plan. (B) Land acquisition done through Voluntary Land Contribution. In this case provide a copy of the Voluntary Land Contribution due diligence report and Voluntary Land Contribution Report
(17) Please indicate: (A) Indigenous groups/minority ethnic groups impacted. In this case provide a copy of all FPIC documentation (B) No Indigenous groups/minority ethnic groups impacted.
(18) Please indicate the tender procedure - "I" International Open Tender, "N" National Open Tender, "Ne" Negotiation procedure, "D" Direct Attribution, "Em" Emergency Procedure and, "C" Consultation (when only few
(19)-(23) Sector indicators

Table A8.3 Project Fiche for Sub-Projects with Total Costs Greater than EUR 5 million

PROJECT (for sub-projects with total costs greater than EUR 5 million [excluding VAT])	FICHE
--	--------------

NAME OF THE PROJECT

NUMBER OF OPERATION

This fiche could be replaced by any internal document (e.g. application submitted by the final beneficiary) providing the same information.

<p><u>Sub-project Name:</u></p> <p><u>Sub-project reference number:</u></p> <p><u>Implementing body:</u></p> <p><u>Contact Person:</u></p> <p><u>Contact (e-mail, telephone):</u></p>	<p><u>Sub-project Promoter:</u></p> <p><u>Location:</u></p> <p><u>Sector:</u></p> <p><u>Type:</u> new project/ extension/ rehabilitation</p> <p><u>Date:</u></p> <p><u>Signature:</u></p>
---	--

1. Sub-Project

1.1 Background

1.2 Reasons for undertaking the project and key objectives

(Please refer to the strategic plans to which project is integrated)

1.3 Technical description of the project including relevant key dimensions and capacities

1.4 Entity(ies) responsible for project design, construction and supervision

1.5 Investment cost (total) in EUR

Engineering and supervision	-	
Land	-	

Civil works (Building work)	-
Equipment	-
Miscellaneous	-
Technical contingencies	-
Price contingencies (...% escalation p.a.), if applicable	-
Interest during construction	-
Total	-

Are the cost estimates before or after procurement?

1.5.1 Financial plan and requested allocation

Sources of financing	in EUR
IFI finance (if applicable)	
[National/regional/municipal]* budget	
Other (e.g. private)	
Total	
of which requested EIB loan	

* as relevant to the project

1.5.2 Cost related to Climate Resilience

% of total cost related to climate change adaptation.

1.5.3 Cost related to Road Safety

% of total cost related to road safety measures.

1.6 Expected expenditure schedule (in EUR)

year	n	Total
EUR					

1.7 Expected technical/ economical life-span (years)

1.8 Implementation period (dates: month, year)

a) Start:

b) Completion:

1.9 Authorisation required to implement/operate the project

Please provide the name(s) of the authority(ies) issuing the relevant permit(s) and whether or not the authorisation(s) has (have) been issued. If permits are not issued, please indicate the expected date.

1.10 Jobs affected by the investment

Number of jobs that will be created, secured or lost as a consequence of the project

a) during construction:	
b) post construction (operation and maintenance) – secured:	

1.11 Physical indicators

Please indicate (quantify) planned physical output/result of the project.

Indicator name and definition	Baseline (year)	Target value (year)
a) ...		
b)		
c)		

1.12 Procurement plan

Number of contracts, their value and types of tender procedures, timetable

Contract s/lots name	Type of contract: e.g. design, design-build, supply, services	Tender procedure	Start (publication date)	End (contract signature date)	Publication reference (OJEU or national journal)	Contract value (EUR)	Company awarded (if available)

1.13 Environmental impacts, social issues and risk

- a) Please explain briefly the effects of the sub-project on the environment
- b) Does the sub-project have any particular environmental risks or benefits/opportunities?
- c) Compliance with environmental requirements (local, national, EU) and a summary description of mitigating measures adopted, if any; indicate if a full EIA is required and if the sub-project may have potential effects on a Natura 2000 sites or any other nature conservation site- in the affirmative cases, please provide information on the relevant assessment and administrative decisions for such sub-projects, the Bank services may require further information.

Project documentation to be provided¹⁶:

- For sub-projects requiring an EIA or ESIA, according to XXX environmental policies and guidelines, the Promoter should provide the Bank with a copy (preferably in electronic), including a non-technical summary (NTS), or provide a web-site link to the location where the ESIA is published for at least 3 years, and will confirm that the project incorporates all mitigating measures recommended as a result of the EIA/ESIA, in order to ensure compliance with the EIB's Public Disclosure Policy. Furthermore, a copy of the relevant consent will be provided showing that public consultation has been performed and its results taken into consideration.
- Environmental and Social Action Plan addressing identified gaps for the sub-project, Environmental and Social Management Plan,
- Evidence that the Environmental and Social Management Plan is integrated in the works' contracts.
- Resettlement Action Plan/Land Acquisition Action Plan, for sub-projects where resettlement is expected,
- Voluntary Land Contribution due diligence report and Voluntary Land Contribution Report for sub-projects where Voluntary Land Contribution is acceptable.
- Copy of all free, prior and informed consent (FPIC) documentation in case the sub-project has impacts on indigenous groups.
- For sub-projects with a potential to affect a site of nature conservation importance that is protected under national or international legislation or agreements, the Promoter shall obtain a confirmation from the competent nature conservation authority, or an equivalent assessment satisfactory to the Bank, that the sub-project does not have a significant negative impact on the site of nature conservation importance that is protected under national or international legislation or agreements.
- For all other sub-projects the Promoter shall provide a statement signed by the Promoter that confirms environmental and social compliance with XXX standards.

¹⁶ Documentation requirements for the medium-sized sub-project should be aligned to the general requirements defined for the sub-project in Step 1 appraisal.

- d) Does the sub-project have any particular social issues (involuntary economic and/or physical displacement, impacts on vulnerable groups, labour standards, occupational health, safety and security)? Social impacts may be negative (e.g. from compulsory purchase of property) or positive (e.g. from improvement in housing stock, improved access to municipal services, improvement on quality of life, integration of vulnerable groups, etc.)
- Public consultation process and involvement of local communities and most vulnerable groups.
 - If applicable, please indicate how the resettlement of people has been managed and its impact in terms of affected people and compensation measures.
 - If applicable, please indicate how the Voluntary Land Contribution of people has been managed, how people were informed of their right to refuse the land and its impact in terms of affected people and compensation measures.
 - If applicable, please indicate how the FPIC process was put forward.
 - How have gender considerations been incorporated into the preparation of the sub-project? Is the sub-project considered to have positive or negative impacts on gender by virtue of its selection, design, implementation or operation?
- e) Does the sub-project have any particular biodiversity impacts notably on critical habitats, or priority/key biodiversity areas?

1.14 Operation and maintenance of the facilities:

- a) Organisation in charge of the operation and maintenance of the sub-project:
- b) Operating and maintenance costs and available budget for operation and maintenance.

1.15 Climate change risks

- a) Has there been a climate risk and vulnerability undertaken for the sub-project? Please outline main results.
- b) How will the design and layout of the infrastructure maximise opportunities for building infrastructure resilience (e.g. water and energy efficiency measures, sustainable urban drainage, flood risk)?

1.16 Economic and financial aspects

- a) Population served by the sub-project, or other pertinent demand analysis. In the case of road sub-project actual and forecast traffic flows have to be included.
- b) If applicable, a summary of cost-benefit or economic feasibility analysis
- c) If applicable, cost recovery mechanism (Will users be required to contribute to the cost of the sub-project? Tariff policy?)

2. Overall conclusions and recommendations

--

--

Place:

Date:

Promoter:

Responsible person:

ANNEX 9: TEMPLATE FOR SIX-MONTH AND ANNUAL REPORTS

Template for Six-Month and Annual Report

Use the same format for the 6-month and Annual report. However, for 6-month report, keep the narrative text very brief, maybe just bullet points. For annual report, write more complete text.

#	Section Title	Description of Contents
1	Background and Technical Description of Project	Short standard description of the project. Mandatory for EIB: describe any changes to the information in the EIB Technical Description
2	Goal, Objective and Outcomes	Project Goal, Project Development Objective and Outcomes. <ul style="list-style-type: none"> • Include updated PDO and Outcome indicators if available
3	Target Area	Planned target area of project, and actual areas with activities in current year Include a map
4	Implementation Arrangements	Summary of implementation arrangements
5	Key Targets Identified in AWPB	Summary of key targets to be achieved in current year (this should be cut-and-paste from AWPB)
6	Physical Progress By Component / Sub-component	For each sub-component, physical output targets and achievement. Explain the reason for any delay. <ul style="list-style-type: none"> • Table of Physical Progress
7	Financial Progress	For each sub-component / implementing agency, planned and actual expenditure by category and source of funds. In case of any variation to project costs, explain the reason for the variation. <ul style="list-style-type: none"> • Financial Progress Tables 1,2,3
8	Procurement	Progress of implementation of the procurement plan <ul style="list-style-type: none"> • Procurement Progress Table
9	Outreach, beneficiaries and Usage	Estimate, based on best available information, on progress to the output target (ie. Number of beneficiaries actually reached, disaggregated by gender and youth) Estimate number of users of infrastructure, using best available information (eg. Traffic counts) – this is required by EIB.
10	Environment	Describe implementation of the ESMF. Mandatory for EIB: describe any major issue with impact on the environment.
11	Legal	Mandatory section for EIB. Describe any legal action concerning the project (background, current status)
12	Gender	Report on implementation of project Gender Action Plan
13	Challenges	Key challenges encountered in project implementation, and solutions <ul style="list-style-type: none"> • Challenges Table
14	Recommendations	Recommendations for future action, related to the challenges
	Annex: Updated Logframe	Logframe, with updated information on achievements vs logframe indicators, where available

Annex: Updated Risk Analysis	Update the project risk analysis (based on the risk analysis in the PDR, need to check if there is a separate risk analysis for EIB)
Annex: Financial Report	Financial report format to be prepared in project Finance Manual Reporting should include compliance with Financing Agreement
Annex: Updated Procurement Plan	Procurement plan updated with progress
Annex: Status of Agreements from previous Supervision Mission	Table of agreements from last supervision mission, with status of implementation of each agreement.
Annex: Selected Photographs	Ensure photos are not confidential / do not violate the privacy of anybody in the photo
Annex: Updated List of Project Staff	For both counterpart and contracted staff: Name, sex, title, organization, contact details (Telephone number, email address, ...etc)
Annex: Updated Detailed Project Implementation Plan (Gantt Chart)	Component, sub-component, activity, sub-activity, responsible unit, timeframe (By quarter and by year), planned target and remark

Table: Physical Progress vs. AWPB (for each component)

#	Output Description	Planned Quantity	Quantity Achieved	% Achievement

Financial Progress Table 1

#	Component / Sub-Component	AWPB Amount	Amount Disbursed	% Disbursed

Financial Progress Table 2

#	Category	AWPB Amount	Amount Disbursed	% Disbursed
1	Consultancies			
2	Goods, Services and Inputs			
3	Grants and Subsidies			
4	Workshops			
5	Operating Costs			
	Total			

Financial Progress Table 3

#	Fund Source	AWPB Amount	Amount Disbursed	% Disbursed
1	RGC Counterpart Funds			
2	IFAD Loan			
3	EIB Loan			
4	EU Grant			
	Total			

Procurement Progress Table

#	Procurement Action (from Procurement Plan)	Value	Procurement Method	Current Status

Issues and Challenges Table

#	Issues / Challenges	Actions / Solutions Implemented or Proposed