

Project Administration Manual

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Kingdom of Cambodia: Greater Mekong Subregion Biodiversity Conservation Corridors Project

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Project Administration Manual Purpose and Process

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

The Ministry of Environment (MOE) with the General Department of Administration of Nature Conservation and Protection (GDANCP) and the Ministry of Agriculture, Forestry, and Fisheries (MAFF) with the Forestry Administration (FA), and the provincial Governor's Office and EX COM or its successor bodies in Koh Kong and Mondulkiri are wholly responsible for the implementation of ADB financed projects, as agreed jointly between the Recipient and ADB, and in accordance with Government and ADB's policies and procedures. ADB staff is responsible to support implementation including compliance by MOE/GDANCP, MAFF/FA and EXCOMs of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At Grant Negotiations the Recipient and ADB shall agree to the PAM and ensure consistency with the Grant agreement. Such agreement shall be reflected in the minutes of the Grant Negotiations. In the event of any discrepancy or contradiction between the PAM and the Grant Agreement, the provisions of the Grant Agreement shall prevail.

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

Abbreviations

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
AFS	–	audited financial statements
CQS	–	consultants' qualifications selection
DMF	–	design and monitoring framework
EA	–	Executing Agency
EMP	–	environmental management plan
EX COM	–	Provincial Executive Committee
FA	–	Forestry Administration
FGIA	–	first generation imprest account
GAP	–	gender action plan
GDANCP	–	General Department of Administration of Nature Conservation and Protection
GIC	–	grant implementation consultants
GMS	–	Greater Mekong Subregion
IA	–	implementing agency
IARS	–	Imprest account reconciliation statement
ICB	–	international competitive bidding
IPP	–	indigenous peoples plan
MAFF	–	Ministry of Agriculture, Forestry and Fisheries
MEF	–	Ministry of Economy and Finance
MOE	–	Ministry of Environment
NCB	–	national competitive bidding
NRM	–	Natural Resource Management
NSC	–	national steering committee
NTFP	–	non-timber forest products
O&M	–	Operation and Maintenance
PAM	–	project administration manual
PBME	–	Project benefit monitoring and evaluation
PSC	–	Provincial Steering Committee
QCBS	–	quality- and cost- based selection
RGOC	–	Royal Government of Cambodia
RP	–	resettlement plan
R-PPTA	–	regional project preparation technical assistance
SGIA	–	second generation imprest account
SIR	–	subproject investment reports
SOE	–	statement of expenditure
SPS	–	Safeguard Policy Statement
TOR	–	terms of reference

I. PROJECT DESCRIPTION

A. Project Rationale, Location and Beneficiaries

1. The Project¹ will enhance transboundary cooperation and management of forest ecosystems between countries of the Greater Mekong Subregion (GMS). The GMS Governments, with support from ADB have identified the most important biodiversity conservation landscapes in the subregion that are vulnerable to increased development pressures and environmental degradation (Map 1 in FS Draft Report). In Cambodia, the Project will address the any fragmentation of the biodiversity rich forest landscape of Koh Kong and Mondulkiri provinces that may impair its ability to provide critical ecosystem services necessary for sustaining local livelihoods and investments in hydropower, transport, water and food-security enhancing sectors. The Project will promote sustainable resource use, and restore and enhance these productive landscapes. It will do so through conservation and development activities.

2. The Project represents an upscaling of the GMS Biodiversity Conservation Corridors Initiative (BCI) pilot phase endorsed by the GMS Summit of Leaders in 2005 in Kunming and implemented between 2006-2009 in the Cardamom Mountains Biodiversity Landscape and the Eastern Plains under the ADB regional technical assistance (RETA 6289). In Koh Kong province, the Project will maintain and consolidate forest ecosystem connectivity between the Central and Southern Cardamom Protected Forests, linking Botum Sakor National Park, the Peam Kasop Wildlife Sanctuary and the Dong Peng multiple use area to the corridor (Map 2 in FS Draft Report); in Mondulkiri province, Project will link core areas of Mondulkiri PF with Phnom Prich WS and the recently established Seima PF in the South and with Lomphat WS in the North West and the transboundary area to Yok Don NP in Viet Nam to the East (Map 3 in FS Draft Report).

3. The design of the biodiversity corridors² is embedded within a multipurpose, sustainable, biodiversity landscapes approach. The Project will cover 22 communes (12 in Mondulkiri and 10 in Koh Kong) located across 8 districts with a total population of approximately 68,048 (2008 census) in both provinces and households numbering just over 14,000. The Project in both Koh Kong and Mondulkiri provinces is predominantly in mountainous areas covered with protected forests, NPs, and wildlife sanctuaries. An estimated 17,500 households will benefit from the Project, of which about 25% are indigenous peoples of Mondulkiri largely from the Phnong group, and 50% are women.

4. The Project will (i) provide forest tenurial security to local communities and indigenous groups for collective management of forest resources; (ii) restore habitat on degraded forest lands with tree planting of natives species and agroforestry models with improved sources of non-timber forest products; (iii) improve livelihoods and income enhancing small scale infrastructure; and (iv) generate over 1 million cash-based labor days through project activities. Delineation and demarcation of these corridors will be in consultation with primary beneficiaries based on a participatory land use planning approach.

¹ The Project was first published in ADB website on xx xxxxxx 200X.

² Biodiversity corridors are geographic areas within or cutting across GMS economic corridors that need to be placed under sustainable management regimes to secure local livelihoods, address habitat fragmentation and maintain ecosystem services. Biodiversity corridors are designed to ensure the continuity of ecological processes – between two or more natural protected areas.

B. Impact and Outcome

5. The intended impact of the Project is climate resilient, sustainable, forest ecosystems benefiting local livelihoods in the biodiversity corridors of Cambodia, while the intended outcome is sustainably managed biodiversity corridors in Cambodia.

C. Outputs

6. The outputs will be (i) institutions and communities are strengthened for biodiversity corridor management, (ii) biodiversity corridors restored, ecosystem services protected, and maintained, (iii) livelihoods improved and small-scale infrastructure support provided in target communes, and (iv) project management and support services are operational.

1. Output 1: Institutional and Community Strengthening

7. Under this output, investments will be geared towards strengthening the capacity of the national, provincial, district and commune levels in corridor planning, corridor management, and providing protection and sustainable use policies, guidelines, and local regulations for enforcing the biodiversity corridor management plan. In particular, activities under output 1 will contribute to: (i) management plans and Biodiversity Corridor policy and legal framework to be in place by 2013 covering at least 700,000 ha of forest and non-forest land in 22 communes spread across Koh Kong and Mondulkiri provinces in Cambodia; (ii) participatory land use maps and commune investment plans are ready in 22 communes by 2013 covering 8 districts in 2 provinces; (iii) by 2014, all communes receive collective forest land management certificates; and (iv) by project end, 500 central level, 1,060 provincial, 800 district, and 1,100 commune level persons are trained in project activities; from the trained persons, at least 40% are female with a large portion from indigenous peoples groups.

8. Particular emphasis will be placed on GIS-based training for mapping of the biodiversity corridor, including developing a management plan for the corridor. The delineated corridor maps together with a draft management plan will be submitted to the provincial government for endorsement in each province and to Ministry of Agriculture, Forestry and Fisheries (MAFF)/ Forestry Administration (FA) and Ministry of Environment (MOE) for approval. After approval, the biodiversity corridor area will be demarcated at critical points along major road arteries and in villages/commune where population pressure is expected to grow and there is risk of forest area encroachment. Special corridor guidelines and rules will be issued and these will be made public by prominently displaying the same in public places and along main roads inside the biodiversity corridor. The Project will promote GMS transboundary cooperation between Cambodia, Viet Nam and Lao PDR and will support exchange visits and sharing of information regarding scientific research, biodiversity database, forest cover, and management of transboundary forest ecosystems.

9. The collective forest management certificate or registration at the cantonment on potential community forestry/community protected areas will be provided to a group or collective number of households who enter into a co-management contract with the state owners/managers of the forest land. This contract will enable the group to protect, manage and sustainably use the forest land designated and registered in the name of the group. The land use certificate or registration of forest management will enable the group to have tenurial security on the designated land. In addition, individual households may be given land use certificates or forest, agricultural and homestead land that result from a participatory land use planning exercise.

10. Provincial, district and commune level target groups will be specifically trained in skills of biodiversity corridor management, patrolling, conservation, water and forest protection and raising awareness concerning disaster preparedness and climate change hazards. It is expected that by project completion, provincial levels will have acquired GIS based mapping skills enabling its staff to integrate different layers of information and data into composite maps integrating conservation, climate change and development.

2. Output 2: Biodiversity Corridor Restoration and Protection

11. Output 2 deals with commune-based forest protection and forest restoration. The geographic focus of the Project encompasses a biodiversity corridor area that runs along the border between Cambodia and Viet Nam in Mondulhiri and Cambodia and Thailand in Koh Kong province. The bulk of the investments under output 2 will go to forest restoration, which will cover about 5,600 ha in the form of enrichment planting, planting of non-timber forest products (NTFP) and agroforestry. Restoration activities include labor input provided by women on a cash basis, thus improving household incomes. Moreover, work on identifying viable reduced emissions from deforestation and forest degradation (REDD+) pilot sites will enable the Project to leverage additional funding (for additional 3,000 ha) for forest protection and restoration from funds specifically set up for promoting REDD. The Commune Development Fund (CDF) which is a revolving fund for micro credit mechanism will be used as a decentralized local level instrument to receive REDD funding for carbon sequestration. The Project intends to aim at a total forest restoration of at least 8,000 ha, 70% of which will be funded through the Project. This will help in recovery of the natural forest blocks to regenerate, enhance and maintain ecosystem services such as carbon sequestration, oxygen generation, water retention, reduction in soil erosion and providing livelihoods to local communities. The proposed Project will assist the selected communes in two provinces to establish inventory sample plots, conduct biodiversity survey/reports, and draft commune forest management plans to move towards community based sustainable forest management. This will also enhance the ability of the Project to attract REDD funding.

12. About 110,000 ha or approximately 15% of the biodiversity corridor from a larger landscape area of 700,000 ha will be patrolled by commune/village patrols/guards. The coverage of forest area to be protected amounts to an average 5,000ha/commune. There is an existing system of patrols and law enforcement and this will be strengthened; focus will be on strategic and critical and weak points of entry that are known to forest guards for their vulnerability. At the same time, the participating communes in the Project will have a contract of co-management and forest maintenance based on which they will be paid a fee for forest protection and management. These activities are expected to be taken over gradually by the CDF after the CDFs have started receiving revenue from various investments and livelihood activities.

3. Livelihoods Improvement and Small-Scale Infrastructure Support

13. Success stories in conservation have always been accompanied by development efforts at generating livelihood improvements for local people. Under this output, the Project interventions will be provided as incentives to local people, most of whom are living in remote mountain areas, are poor, indigenous groups and are the stewards of these forests. The conservation contract with these communities to co-manage, protect and maintain the biodiversity corridor can work well, as experience from around the GMS shows, if viable and local incentives are provided. In consultations during the R-PPTA, a sampling of 10 communes were consulted which resulted in prioritization of a number of livelihood interventions and small

scale infrastructure support. An indicative list is provided in Table 7 below. Some of the priorities listed have been included in the proposed Project to be covered under a block allocation per commune. Some of these livelihood options can also be pursued through the mechanism of the CDF, which will provide micro credit facilities to households to borrow for their projects of choice. The micro credit repayment will go back into the CDF with interest to generate a revolving mechanism.

14. The CDF is a decentralized financial instrument, managed by the commune and villagers who elect a CDF Management Board or Committee. It operates on the basis of guidelines issued by the PPO in the two provinces. The establishment and sustainability of the revolving fund concept requires capacity development and technical support and the Project has made provision for this. One of the lessons from the pilot phase is that the CDF can become a good, workable mechanism if the establishment and maintenance of the operations receives technical and financial advisory services. Strong leadership at the commune level enabled sound management of the CDF. Under the Project, the CDF is linked to incentive payments for maintaining forest cover under REDD. The CDF account can also be used to promote business development opportunities such as ecotourism ventures, NTFP processing, and agro product marketing. The consultations during R-PPTA show that local people wish to have agrodorestry support, carry out forest restoration and request support for improving and marketing their traditional handicraft products.

15. In addition to livelihood interventions, the selected communes will receive small scale infrastructure support at \$150,000 per commune. However, the selection of infrastructure will be finalized at start of Project in close consultations with the communes. Small-scale infrastructure support will primarily focus on (i) commune-based potable water schemes, (ii) provision of rural toilet and sanitation facilitations, (iii) improvement/upgrading of rural access road from commune to main road or market, and (iii) any other infrastructure item of prioritization. Special attention will be given to ensure that the poor and ethnic minority groups participate equitably in subproject benefits.

16. Under this output, the following achievements are targeted: (i) by 2015, at least 1,150 households and over 1,150 rural farmers receive cash and technical support to improve agricultural productivity and income from home gardens, agriculture/animal production; increase in home gardens managed by women; at least 500 ha of forest based livelihood plantations (production forest); (ii) by 2015, 22 communes receive financial resources through CDF and small scale infrastructure support to enhance accessibility to water, production, markets, and services with capacity building in O&M and business models (ecotourism, NTFP, and agro-processing); (iii) at least 30% of CDF management committee comprises female members; (iv) by 2015, investments in livelihood improvements and small-scale infrastructure completed; (v) by 2015, selected households in 22 communes have access to renewable energy technologies (biogas, solar, etc.); and (vi) by 2015, anticipated climate change impacts on infrastructure documented and integrated into provincial level planning and adaptation costs and investment needs are identified. Approximately 1 million person days of labor employment will be generated through project related conservation work and cash transfers for participatory restoration activities.

17. The **selection criteria** for the choice of **subprojects** at commune are as follows: (i) it must be one of the three priorities of the beneficiaries in the commune documented through participatory, multistakeholder consultations conducted by the Project; (ii) is affordable within the block allocation set aside for the commune; (iii) fulfills all social safeguard criteria as laid out in subproject eligibility section (see PAM section II C below); (iv) is complying with all

environmental safeguard issues as described in safeguards section in the PAM, Section II C; (v) is in conformity with land use plans in the commune and the biodiversity corridor; (vi) brings benefits in the form of income generation or cost savings in terms of money, time, and effort and benefits households in the target communes (men, women, or both, and/or families/hh); (vii) is technically feasible (engineering wise) and satisfies criteria of mountainous area community based small scale rural infrastructure; (viii) arrangements satisfactory to the Project have been made for undertaking operations & maintenance (O&M) if applicable; and (ix) is not covered under any other on-going programs or projects (duplication avoidance). The subprojects will avoid resettlement, land acquisition, and physical displacement or denial of access to resources currently under use by the beneficiaries without prior and informed consent. Small-scale infrastructure investments will only be undertaken on the basis of demand and agreement of the beneficiaries to in-kind contribution (e.g. labor, land, right of way, and willingness to undertake O&M etc.). The **selection criteria** for sample subprojects are further detailed out in PAM Section III F below.

4. Output 4: Project management and support services

18. Output 4 provides support services for project management. Capacity building for central project coordination units (CPCUs), provincial project management units (PPMUs) and district staff is needed for project administration, procurement, financial management, progress reporting, impact monitoring, social and environmental safeguards and contract management. With some project staff being recruited from existing staff in the provinces and districts, considerable capacity building is considered necessary to facilitate the smooth implementation of the Project. This is often overlooked and invariably leads to implementation delays and consequently, slow disbursements because of their lack of familiarity with ADB and government procedures. The fourth output will also resource the management structures for a sector-like project that is supervised from CPCUs in MOE and MAFF/FA in Phnom Penh but implemented from provincially based PPMUs established within the provincial Governor's Office and attached to the Executive Committee (EXCOM) or its successor body in Koh Kong and Monduliri. These include refurbishment of premises, equipping of offices, provision of vehicles, as well as provisions for implementing the Project including travel allowances, per diems and office operational budgets. In addition, the Project will finance the recruitment of grant implementation consultants to provide implementation support and access to technical expertise needed in implementing subprojects. This recognizes the current implementation capacity and the general lack of familiarity with ADB procedures particularly among provincial and lower level staff.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Indicative Activities	2010			2011					Who responsible*
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
Advance contracting actions									CPCU
Establish project implementation arrangements									MOE/MAFF/CPCUs
ADB Board approval (10 Dec 2010)									SEAE
Loan signing (28 Feb 2011)									SEAE/OGC/MOF
Government legal opinion provided									MOE/MAFF/MEF
Government budget inclusion									MOE/MAFF/MEF
Loan effectiveness (28 May 2011)									SEAE/OGC

MAFF = Ministry of Agriculture, Forestry and Fisheries of Cambodia

MOE = Ministry of Environment of Cambodia

MEF = Ministry of Economy and Finance of Cambodia

CPCU = Central Project Coordination Unit

OGC = Office of the General Counsel (ADB)

SEAE = Agriculture, Environment and Natural Resources Division of the Southeast Asia Department (ADB)

C. Technical Considerations

1. Project Technical Framework

19. Overall, the Project will improve natural resource management by establishing GMS Biodiversity Conservation Corridors, a transboundary, forest ecosystem based landscape approach for maintaining sustainably critical ecosystem services that benefit local livelihoods and downstream users. In this context, beneficiaries, most of whom are living in remote, mountainous, high poverty areas, and are from ethnic minority groups, will be provided with demand driven, and stakeholder prioritized livelihood improvement and small-scale infrastructure support in 22 selected communes. Preliminary consultations in sample communes resulted in prioritizing (i) livelihood improvements, and (ii) infrastructure assets that are seen by the beneficiaries as essential needs. Livelihood improvements include: agroforestry, non timber forest product enhancement with reforestation, fish ponds, and domestic livestock; infrastructure assets include: water wells / potable water systems, improved latrines and sanitation, connections to power grid, rural access roads, and small scale irrigation. At start of project, participatory, multistakeholder consultations will be held to reconfirm beneficiary priorities and their in-kind contribution and commitment (labor, local materials, land, rights of way where applicable). Specific subprojects will be screened for technical, financial and economic feasibility. General considerations for the detailed design of the assets include:

- (i) Technically feasible and appropriate for mountainous areas;
- (ii) Affordable within the block allocation provided per commune and meeting specific needs of the beneficiaries;
- (iii) Optimizing the inputs of local resources including: labor; materials; enterprises; and, knowledge;
- (iv) Being within the realistic envelope of the existing maintenance capacities. The assets will be demonstrated not to impose additional maintenance burdens that will be impossible to meet;
- (v) Performing the intended purpose for the entire duration of their design life; and,
- (vi) Complying with social and environmental safeguards.

20. At the outset, the Project will establish a detailed quality assurance and monitoring framework. Particular attention will be paid to safeguards and quality controls during implementation process to ensure adherence to design specifications. Some examples are given below.

2. Reforestation Subproject

21. The objectives of the reforestation are to:

- a. improve biodiversity conservation through the expansion of the effective area of habitats by connecting fragmented forest areas,
- b. improve water quantity and quality for hydro-power generation, irrigation and human domestic and industrial consumption by re-establishing forest cover on steep sloping land in the upper reaches of river basins.
- c. sequester carbon through tree growth to offset emissions of CO₂ from human activities in Cambodia or elsewhere.

22. The Project intends to identify the rich and medium forests and integrate these in links of stepping-stone forests or a mosaic connecting the corridor parts with the protected areas. In each of the communes that fall within the Biodiversity Corridor, areas of former forest land will be identified during the participatory land use planning and zoning process for restoration in consultation with the users of the forest land in order to avoid any displacement or restriction of access. Where the land has been deforested as a result of shifting cultivation and where this is still practised by the local communities, an agroforestry system will be adopted that will restore forest cover and sequester carbon in the longer-term and will provide useful products and some cash income in the short-term. Since harvesting will be restricted to NTFPs, it will have no impact on the environmental values of the forest as the tree canopy will not be affected, but the supply of useful products in the early years will help to improve livelihoods and income for the communities involved.

23. The land will be planted with a mixture of locally indigenous tree species that form the upper canopy of nearby areas of intact or lightly disturbed natural forest at a density of 100 trees per ha (10 x 10 m spacing). Because one selection criterion is that the land slopes more than 20%, these trees will not be harvested, and so will not bring cash income, but they will have a value through carbon sequestration and a contribution to biodiversity. In between these trees, perennial fruit trees, NTFPs and multi-purpose trees that can provide fuelwood, fodder, resins and other useful products will be established. These latter trees will include locally indigenous pioneer leguminous species that will provide additional nitrogen for the soil. The use of *Acacia mangium* or *A. auriculiformis* should be avoided as these are exotic species and are likely to dominate the site and exclude many ground flora that are important for biodiversity. The trees will be planted at an overall density of about 1,100 trees per ha and will be weeded regularly during the first, second and third growing season to ensure good survival and growth. Where it is the local custom to allow livestock to graze free range the planted area will need to be fenced to a specification appropriate for the type of livestock. Live fences (green hedges) may be established around the area for the longer-term to demarcate the area clearly. These hedges will provide useful habitats for a range of species. The advantage of this approach is that a revenue stream can be generated from the NTFPs in the early years.

24. In the design of the sub-project, attention must be paid to: (i) risk of possible mix of indigenous with alien or invasive species; (ii) associated disturbance of natural forest, (iii) any potential of habitat loss and fragmentation or damage to environment; and (iv) any pollution. Risks need to be assessed. In this case, however, the risks seem to be low and impact can readily be avoided through proper design measures and prevention through proper planning, location (site) selection and monitoring of activities.

3. Community-based Potable Water System Subproject

25. The community water supply for supplying a target of 50 households will be established using the stream as a source of water intake and constructing a water storage tank with a capacity to cover 30-50 households. Usually a check dam is built upstream to enable preliminary filtration. A sand filtration system will be built in and water points established in the commune. In areas, where water wells are the most appropriate and feasible solution, technical designs will be checked and water wells will be promoted. The project will:

- i. Adhere to the approved standards of RGC;
- ii. Incorporate the experience gained from pilot phase; and,
- iii. Be consistent with international good practice.

26. The designs of the water systems will take place in an environment with three key uncertainties in relation to estimating stream flow, including:

- i. Changing land use patterns in the upper watershed areas;
- ii. Limited rainfall and stream flow hydraulic information; and,
- iii. Climate change altering traditional climate and rainfall patterns and consequently stream flow characteristics.

27. Engineering design will need to address this uncertain environment. In the design of the subproject, attention must be paid to: (i) possible modifications to local drainage patterns; (ii) associated changes in water quality (iii) any potential of habitat loss and fragmentation or damage to environment. These could lead to the creation of specific risks to human habitation through flooding and landslides at a later stage. Risks need to be assessed. In this case, however, the risks seem to be low and impact can readily be avoided through proper design measures and prevention through proper planning and location (site) selection. The successful operation and maintenance of the water systems will be directly dependent upon the effectiveness of commune O&M management committee.

4. Rural Access Road Subproject

28. Rural access road improvements have been identified as a beneficiary priority to enable commune access to goods and services all year round. The road improvements will follow existing alignments using MPWT geometric design classes as appropriate. Special attention will be focused on the design of sustainable road drainage (surface, side and cross) and the use of appropriate surfacing and paving options.

29. Drainage design will consider the impact of climate change which may result in rainfall and surface water movement that differs from traditional experience. To counter these effects cross drainage structures will be increased in size and structures such as vented and unvented causeways will be constructed. Side drains will be concrete lined where necessary due to steep gradients. The input of the knowledge from the local population in the drainage design is critical. Road surfacing and pavement design will be based upon the measured strength of the existing subgrade and longitudinal gradient in comparison with current and projected traffic loading. Pavement design will consider a variety of sub-base, base and surfacing options.

30. The periodic maintenance will be the responsibility of the Provincial Public Works and Transport Department. The local communities will be responsible for carrying out routine maintenance including drainage, embankment shape and other related tasks. Wherever possible, structures will be constructed to restrict traffic loading to legal limits. The surfacing and paving proposals and future maintenance liabilities will be discussed with the Provincial Authorities and Communities to gain acceptance and responsibility for these future commitments.

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations – Roles and Responsibilities

Project implementation organizations	Management Roles and Responsibilities
Executing agencies (EAs) <ul style="list-style-type: none">Ministry of Environment (MOE)	<p>MOE will be responsible for:</p> <ul style="list-style-type: none">(i) technical oversight and policy guidance on implementation of project interventions in target communes within wildlife sanctuaries and national parks under its jurisdiction in Koh Kong and Mondulkiri.(ii) administration of funds it receives for project activities at national level;(iii) technical guidance to provinces on implementing the Community Protected Area (CPA) activities;(iv) updating of baselines and database;(v) environmental safeguard coordination/oversight and monitoring; ,(vi) climate change policy support as embedded in the BCI design; and(vii) submitting technical and financial reports on project interventions that are implemented directly by MOE. <p>MOE will report to the GMS Working Group on Environment (WGE) on project progress. It will support the Provincial Administration in implementing the decentralized project. The MOE will delegate responsibility for day to day implementation to the General Department of Administration of Nature Conservation and Protection (GDANCP), which will serve as the Central Project Coordination Unit within MOE.</p>
<ul style="list-style-type: none">Ministry of Agriculture, Forestry and Fisheries (MAFF)	<p>The MAFF will delegate its responsibility for day to day implementation to the Forestry Administration (FA), which will be responsible for:</p> <ul style="list-style-type: none">(i) technical oversight and policy guidance on implementation of project interventions in target communes within protected forests and forest reserve areas under its jurisdiction in Koh Kong and Mondulkiri;(ii) administration of funds it receives for project activities at national level;(iii) technical guidance to provinces on implementing the National Forest Program activities embedded in the BCI Project design, particularly reforestation, demarcation and community forestry; and(iv) submitting technical and financial reports on project interventions that are implemented directly by MAFF. supporting the Provincial Administration in implementing the decentralized Project.

- Central Project Coordination Units (CPCUs) in MOE and MAFF/FA

MOE/GDANCP and MAFF/FA will set up CPCUs to:

- provide overall technical coordination of project interventions in areas under their respective mandates;
- establish and managing first generation imprest accounts;
- jointly recruit Grant Implementation Consultants (GIC);
- jointly recruit national consultants for preparation of feasibility studies, detailed design; bid documents, and supervision etc;
- recruit safeguard monitoring entities;
- procure civil works contracts for subproject implementation, where applicable;
- procure training services;
- procure office equipment and vehicles for national level offices; and
- provide secretariat services to the National Steering Committee (NSC)

Steering committees

- National Steering Committee / Project Executive Committee (PEC)

The National Biodiversity Steering Committee will serve as the Project Steering Committee. The Chair of the National Biodiversity Steering Committee will delegate NSC functions to a smaller **Project Executive Committee** consisting of MOE, MAFF, MEF, MOP, MOT, MIME, MPWT, MRD and 2 Provincial Governors or their representatives. The Project Executive Committee will be co-chaired by MOE and MAFF to ensure interagency cooperation at national level. The PEC will meet twice a year to:

- review implementation progress;
- authorize allocation of funds for project activities and subprojects
- endorse detailed design of subprojects;
- approve civil works contract for relevant subprojects and
- provide overall policy guidance on the implementation of the Project.

The CPMUs will provide secretariat service to the PEC

Implementing agencies (IAs)

- Provincial EX COM or its successor body (Provincial Administration / Council)

The Provincial EX COM or its successor institution (provincial administration or council) chaired by the provincial governor in Koh Kong and Mondul Kiri will ensure inter-agency coordination at provincial level and will:

- review implementation progress,
- approve provincial workplans and budgets, and
- approve Feasibility Studies and Subproject Investment Reports (SIRs)
- receive progress reports and approve

- Provincial Project Management Unit - PPMU
 - establishment and management of second generation imprest accounts (SGIA) or Sub-accounts, one for each of the central level institutions transferring funds (MOE and MAFF/FA);
 - procurement of office equipment;
 - coordination of project activities at provincial level; and
 - liaison with the district coordination offices.

The PPMU will also provide secretariat services to the EX COM or its successor body, in its role as Provincial Steering Committee under the chairmanship of the Deputy Governors (of Koh Kong and Mondulhiri).

 - District Teams

DTs will be established within each participating district. The DTs will assist in implementation at the district level, and will be responsible for:

 - assistance with all community consultation and development activities;
 - assistance with survey/reports;
 - securing agreements on in-kind contribution (labor, right of way, any land required etc) for priority demand driven subprojects relating to livelihoods and small scale infrastructure, as requested by beneficiaries;
 - ensuring no physical displacement, denial of access to resources, or involuntary resettlement activities through subprojects;
 - coordination of environment management activities;
 - coordination of all other safeguard and gender activities;
 - assistance in the identification of business development, enterprise activities and/or initiatives;
 - monitoring of implementation of subprojects; and
 - report on progress of implementation.

 - Financiers**
 - Asian Development Bank
 - provide financing for 90.9% of the Project cost through an ADF Grant;
 - monitor project implementation arrangements, disbursement, procurement, consultant selection, and reporting;
 - monitor schedules of activities, including funds flow
 - review compliance with agreed procurement procedures;
 - review compliance with Grant covenants;
 - monitor effectiveness of safeguard procedures.
 - monitor project conformity with ADB anti-corruption policies;
 - undertake a periodic review mission; and
 - undertake midterm project review jointly with the Government
-

B. Key Persons Involved in Implementation

1. Executing Agency MOE

Name: Mr.
Designation:
Telephone: +855 xx xxxxxx
Email address:
Office Address:

2. Executing Agency MAFF

Name: Mr.
Designation:
Telephone: +855 xx xxxxxx
Email address:
Office Address:

1. CPCU – MOE - GDANCP

Name:
National Project Coordinator, MOE
Telephone: +855 xx xxxxxx
Email address:
Office Address: Central Project Coordination Unit
C/O GDANCP, MOE
Phnom Penh, Cambodia

2. CPCU – MAFF - FA

Name:
National Project Coordinator, Forestry Administration
Telephone: +855 xx xxxxxx
Email address:
Office Address: Central Project Coordination Unit
C/O Forestry Administration (FA)
Phnom Penh, Cambodia

ADB

Agriculture, Environment and
Natural Resources Division

Javed H. Mir
Director
South East Asia Department
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Mission Leader

Pavit Ramachandran
Environment Specialist (Regional Cooperation)
South East Asia Department
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C. Project Management Structure

31. The Executing Agencies will be MOE and MAFF. MOE will delegate its responsibility for day-to-day implementation to the General Department of Administration of Nature Conservation

and Protection (GDANCP). MAFF will delegate day-to-day project implementation responsibilities to the Forestry Administration (FA).

32. Both MOE and MAFF will establish a Central Project Coordination Unit (CPCU), led by a full time Project Coordinator, responsible for day to day implementation of national level activities. The CPCU in MOE/GDANCP and the CPCU in MAFF/FA will be responsible for project coordination and management in their respective technical fields and agency mandates, including financial management of project imprest accounts, monitoring and reporting, and joint procurement of goods, works, and recruitment of consultants in order to achieve financial efficiencies and savings.

33. The CPCU in MOE will coordinate with the GDANCP and the Climate Change and Protected Areas Departments within MOE to provide policy guidance on climate change matters and technical coordination of activities in selected project communes falling within its jurisdiction. The CPCU in FA will coordinate with MAFF and other divisions within MAFF to provide technical guidance on agricultural extension supporting livelihood improvement activities under the Project in selected project communes falling within its jurisdiction.

34. MOE will be responsible for climate change, protected areas and GMS related issues, environmental safeguards, overall monitoring and reporting to the GMS through the Working Group on Environment (WGE). Through the provincial DOE, MOE will monitor and ensure that environmental safeguards are adhered to during project implementation. MOE will ensure there is inter-provincial transfer of knowledge/experience. It will also coordinate GMS regional exchanges and regularly report progress at subregional (GMS) level.

35. To ensure inter-agency cooperation at the national level, the existing National Biodiversity Steering Committee (NBSC) will serve as the National Steering Committee for the GMS Biodiversity Conservation Corridors Project. The NBSC will delegate its functions to a smaller Project Executive Committee (PEC) consisting of MOE, MAFF, MEF, MOP, MOT, MIME, MRD, MPWT³ and 2 Provincial Governors or their representatives. The PEC will be co-chaired by MOE and MAFF and the chair of the NBSC may delegate authority to one of the Director Generals (DG) of MOE to co-chair, while MAFF may delegate to DG of FA. The PEC will meet bi-annually or as required to review implementation progress and provide overall policy guidance. Both the CPCUs will provide secretariat services to the PEC.

36. At the provincial level, the Governor and the Executive Committee (EX COM or its successor body) will provide overall guidance and interagency coordination. The EXCOM will meet bi-annually or as and when required, to: review implementation progress; ensure adequate levels of coordination between key agencies; approve provincial workplans and budgets; and approve subprojects for financing under the grant. Subproject investment reports (SIRs) will be approved by EX COM or its successor body after obtaining the necessary concurrence of ADB for social and environmental safeguards. The PPMU will provide secretariat services to the "Provincial Steering Committee" within the EX COM.

37. In Koh Kong and Mondulkiri provinces, the Governor's Office and EXCOM will be implementing agencies that, in turn, will establish PPMUs attached to the EX-COM responsible for day to day implementation and management of provincial level project activities. The PPMU will provide financial management services at provincial level, coordinate and manage

³ Ministry of Economy and Finance (MEF), Ministry of Planning (MOP), Ministry of Tourism (MOT), Ministry of Industry, Mines and Energy (MIME), Ministry of Rural Development (MRD) and Ministry of Public Works and Transport (MPWT).

implementation of subprojects. The PPMU will also coordinate and supervise the work of the District teams. Technical implementation in the field will be assisted by district teams consisting of technical staff conversant with land use planning, livelihoods, rural infrastructure, and forestry/ biodiversity subject matters, who will be responsible for subproject or sub-sector activities. Consultants will be attached to the PPMUs to advise and assist in technical matters including report preparation and financial liquidations.

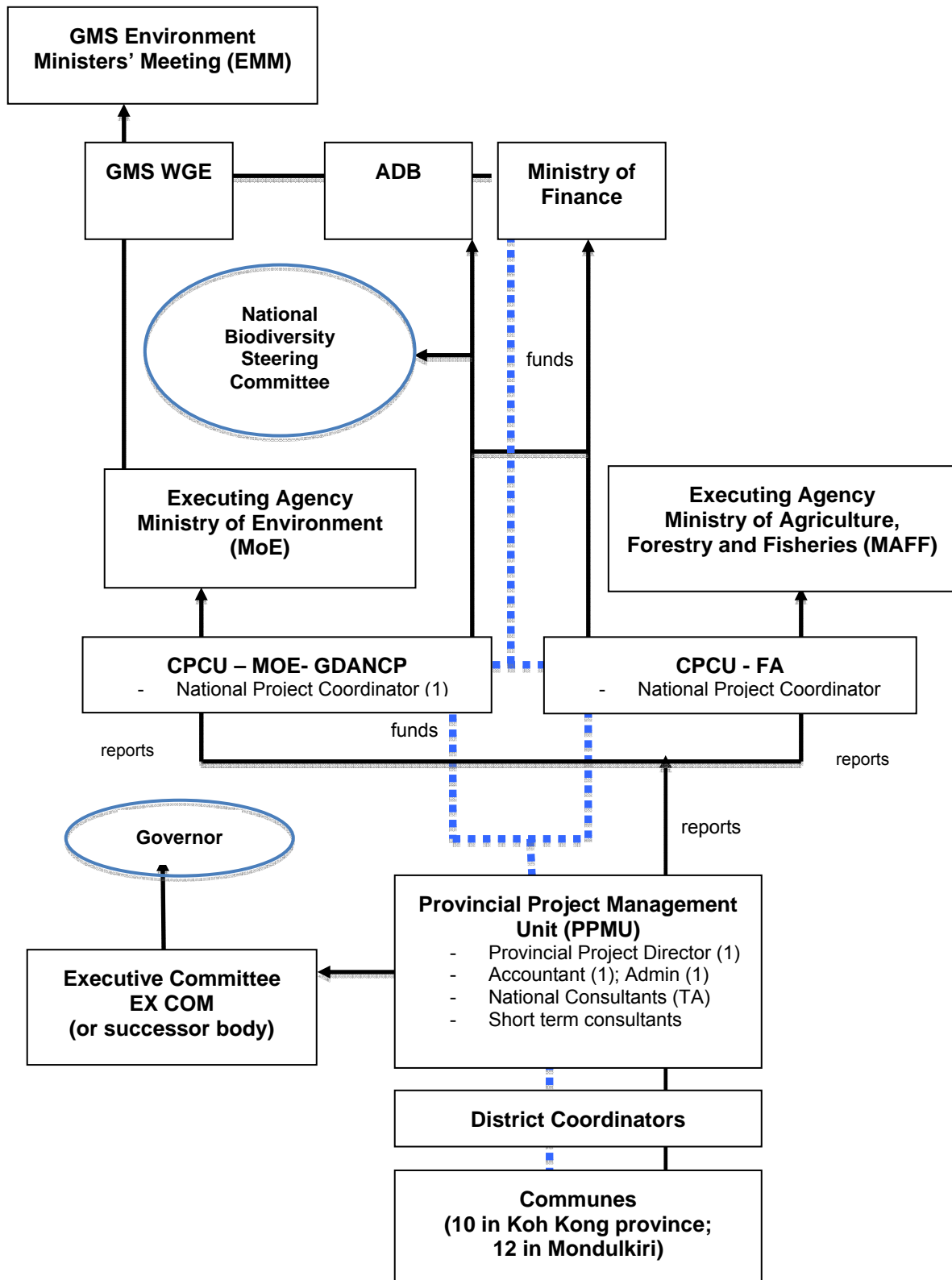
38. To assist in implementation at the district level, District Teams (DTs) will be established within participating Districts. The DTs will provide coordination and supervision of subproject activities at district level. In particular, they will assist with: identification of associated initiatives during subproject feasibility; community development activities; coordination of participatory consultation activities, securing and documenting agreement relating to on-demand subprojects relating to livelihoods and small scale infrastructure prioritized by the beneficiaries, ensuring that no physical displacement, denial of access, or resettlement activities are being promoted by any subproject; conduct environment management activities; indigenous people development activities; gender action plan activities; and monitoring and reporting on physical progress of implementation.

39. After approval of workplans by the Governor's Office and Ex COM or its successor body, the PPMUs will submit the proposed workplans and budget for withdrawal of funds to the CPCUs in MOE and MAFF. Both the CPCUs will submit fund withdrawal applications to MEF for draw down of grant proceeds providing a breakdown of how much will be national level activities and how much will be transferred to the two provinces Koh Kong and Mondulhiri.

40. The Government will establish 2 individual pass-through accounts at the National Bank of Cambodia to receive the ADB grant and will establish two first generation imprest accounts (FGIAs) for the CPCUs of MOE/GDANCP and MAFF/FA at the National Bank of Cambodia or a commercial bank acceptable to ADB and 4 second generation imprest accounts for Project provinces at commercial bank acceptable to ADB. The CPCUs will transfer funds to two provincial SGIAs as per budgets and workplans approved by the Provincial Governor's Office and the EX COM or its successor body.

41. Technical and Financial Reports with liquidation submissions and Statement of Expenditures will be prepared by the PPMUs and provided to the two CPCUs for further transmission to MEF and ADB. Accounting/financial and technical consultants attached to the national level will consolidate the financial and technical reports to enable consolidated submission to MEF and ADB.

D. Project Organization Structure



E. Implementation Arrangements

1. Subprojects Identification and Selection

42. All subprojects eligible for financing under the Project will be screened to ensure consistency with ADB and Cambodia social and environmental safeguards. The following eligibility criteria, agreed between the Government of Cambodia and the ADB will be used during the subproject identification and screening phase; the subproject is:

- (i) one of the top three priorities of the beneficiaries in the commune documented through participatory, multistakeholder consultations conducted by the project;
- (ii) affordable within the block allocation set aside for the commune;
- (iii) technically feasible (engineering wise) and satisfies criteria of mountainous area community based conditions;
- (iv) in conformity with land use plans in the commune and the biodiversity corridor;
- (v) directly or indirectly benefiting ethnic minorities and poor households and bringing benefits in the form of income generation and/or other benefits (nutritional intake, protein etc.) to households in the target commune (men, women, or both, and/or families/hh);
- (vi) not negatively impacting ethnic minorities' traditional socio-cultural and belief practices (e.g. child-rearing, health, education, arts, and governance);
- (vii) enhancing livelihood systems of ethnic minorities (e.g., food production system, natural resource management, crafts and trade, employment status);
- (viii) avoiding areas (land or territory) that will result in physical displacement from traditional or customary lands occupied, owned, or used by ethnic minorities by reviewing alternatives to the project design. Where involuntary resettlement is unavoidable, affected people particularly those identified as vulnerable and marginalized should be assisted to restore/ improve their quality of life with reference to pre-project conditions;
- (ix) having demonstrated local commitment to the subproject with confirmation by beneficiaries (inclusive of women and ethnic groups), participating kumbans, and district authorities to that effect;
- (x) is complying with all environmental safeguard issues as described in section VI below;
- (xi) ensuring that only activities that have a minimal negative impact on the environment (even the location of the project in the immediate vicinity of protected areas), are selected, and that the requirement for impact assessment, monitoring and management are met in a cost-effective way.
- (xii) complying with ADB's environmental safeguarding requirements and with the national Law on Environmental Protection must be achieved in an efficient and pragmatic manner, as reflected in the present procedures to be used for subprojects under the Grant. Subprojects conform with Category B subprojects of ADB's environmental classification system and also with Category 1 as outlined in Cambodia's xxxx on xxxxx April 2010;
- (xiii) having arrangements satisfactory to the project for undertaking operations & maintenance (O&M); and
- (xiv) not covered under any other on-going programs or projects (duplication avoidance).
- (xv) not located in any area where a major development, such as a new hydropower scheme, a mine, or a Special Economic Zone, is planned.

F. Subproject Preparation and Approval

43. Careful planning of project activities requires consideration to the timing of the rainy season, which lasts from May to October every year. Recruitment of national consultants for carrying out community-based consultations, preparation of detailed design, bidding documents and supervision of construction, will begin shortly after grant effectiveness. Implementation of subprojects is planned to begin end of 2011 or beginning of 2012 after the rainy season. Subprojects will undergo the following preparation steps:

- (i) Undertake consultations in each of the selected communes and update the prioritization and selection of livelihood interventions;
- (ii) After confirmation of the subproject selection as one of priorities, the Social Safeguards Specialist will conduct an assessment of the impacts and benefits of the subproject on ethnic minorities and gender and will clearly document these;
- (iii) Preparation of (Subproject Investment Reports SIRs);
- (iv) The CPCU will request services of the contracted design team / firm (enterprise) or from department of provincial works to carry out field survey/reports and propose technical design;
- (v) Preparation of bidding documentation;
- (vi) Tendering for construction works; and
- (vii) Construction of subproject infrastructures
- (viii) The Social Safeguards Specialist and the Environmental Safeguards Specialist will check if the designs are going to have any significant adverse impact (involuntary resettlement or environmental damage) and hold consultations with the beneficiary groups to receive consensus or document any objections;
- (ix) Once all necessary approvals from commune and district level have been received, the subproject plan will be submitted by District to the PPMU for endorsement and securing approval from the Governor and EX COM ("Provincial Steering Committee").
- (x) After approval, PPMU will submit subproject proposal to NSC for endorsement.
- (xi) Subproject details will be documented and made public and CPCU will begin procurement of technical department / firm(s);
- (xii) During construction phase, the Social Safeguards and Environmental Safeguards Specialists / National Consultants will make site visits to document any significant adverse impacts from construction and seek to address these through proposed mitigation measures;
- (xiii) The commune level beneficiaries will receive training on technical maintenance and its repair. The households will be given orientation by the appropriate department responsible;
- (xiv) The District Governor will be requested to provide a written environmental protection commitment, which concludes the RGC compliance; monitoring is the responsibility of the DOE. Compliance with ADB environmental safeguards will be assessed through the regular ADB monitoring and reporting;
- (xv) The benefiting households will draw up a plan for operations and maintenance that will include provision of voluntary labor inputs for maintenance work.
- (xvi) Project M&E will be conducted for project duration. Guidance is provided under the IPDF and RF.
- (xvii) The PPMU will report on the successful completion of the subproject to the CPCU and provide a beneficiary feedback form showing level of satisfaction. This will be accompanied by reports from the Social and Environmental Safeguards Specialists

on the due diligence and orderly implementation of the subproject as per guiding principles and safeguard criteria of the ADB and RGC.

44. The preparation of feasibility studies, detailed design, and preparation of bidding documents will be carried out by national consultants to be recruited by the CPCU following Consultants' Qualifications Selection (CQS) procedures. The CPCU will recruit three national firms, likely one per province, to prepare feasibility studies, detailed design, bidding documents, and to carry out supervision of construction. Feasibility studies including social and environmental safeguard studies will be prepared.

45. The GIC, also to be recruited by the CPCUs, will provide support to the national consultants particularly in the areas of preparation of social and environmental safeguard studies and economic analysis. The GIC will also assist the CPCUs in the review of feasibility studies and social and economic safeguards studies, and will be responsible for the preparation of SIRs. The review must confirm the eligibility of each subprojects based on the original eligibility criteria as well as the threshold economic internal rate of return (EIRR) of 12%. In cases where the estimated EIRRs are below the 12% threshold, EIRRs of 10% are acceptable in the presence of substantial level of benefits that cannot be readily quantified. Such unquantified benefits must be documented to justify the eligibility of the subproject for financing. In particular, the review will ensure that the subprojects meet the following criteria:

- (i) subproject is shown to be technically feasible and the expected benefits have been clearly identified. If the estimated economic rate of return is below 12%, an EIRR of 10% is acceptable in the presence of substantial level of benefits that cannot be readily quantified;
- (ii) complementarity of Project sites to other donor-financed project sites;
- (iii) procurement packages have been clearly identified as well as the methods of procurement, cost estimates have been clearly identified and recorded and all sources of funding have been identified and agreed/confirmed;
- (iv) the relevant subproject investment report contains a detailed financing plan for operation and maintenance, including: the operations company is specified, and both a sufficient budget amount and corresponding source of funding are specified and agreed upon by the relevant Project province and other concerned parties;
- (v) public hearings on the subproject proposal have been held in concerned kumbans, and measures for future public consultation and supervision;
- (vi) a subproject is shown to have no major negative environmental or social impacts, and mitigation measures have been defined for minor impacts;
- (vii) a subproject is shown to have no significant resettlement impacts, and if such Subproject is categorized as Category B, a resettlement plan has been prepared in accordance with the Resettlement Framework, and Recipient's laws and regulations, and ADB's Safeguard Policy Statement; and
- (viii) where necessary, a Resettlement Plan and an Indigenous Peoples Development Plan have been prepared.

46. In case that a candidate subproject does not meet the criteria provided in paragraph 10 above, it will be replaced by the next priority candidate subproject for the respective commune.

47. After the review of the feasibility studies by the GIC and necessary adjustment as required, the GIC will prepare the SIR for the subproject. All safeguard studies will be submitted to ADB for no-objection, and the SIR and related feasibility study will be submitted to each

PPMU for approval of the Governor and EX COM (PSC). Following ratification by the PSC, and no objection from ADB on the safeguard studies, the feasibility study and SIR will be submitted to the NSC to authorize the allocation of project funds for the preparation of the next stage of preparation. The NSC may delegate its authorization powers to DG GDANCP and DG FA.

2. Detailed Design of Subprojects

48. Once the feasibility studies have been approved by the NSC, the CPCU will give the order to proceed to the national consultants to carry out survey/reports and detailed engineering designs for civil works component. The District team will assist in carrying out the survey/reports as necessary and the relevant line agencies will provide support to the national consultants as required. The detailed designs will be reviewed by the GIC and when satisfactory will be submitted to the relevant technical line agencies for review and approval to ensure that the project design meets the required Cambodian standards and specifications for its type of infrastructure. Once approved by the relevant technical line agencies they will be submitted to NSC for approval.

3. Preparation of Bidding Document

49. Once the detailed designs for small scale infrastructure are approved, the CPCU will give the order to proceed to the national consultants to prepare bid documents following National Competitive Bidding (NCB) procedures. The bid documents will be prepared based on ADB standard format documents. The draft English language version of the procurement documents for the first two contracts will be submitted for ADB review and prior approval regardless of the estimated contract amount. ADB-approved procurement documents will be used as a model for all subsequent NCB procurement and will only require post approval of ADB. The GIC will review the bidding documents before they are submitted to the NSC for approval.

4. Procurement of Works Contracts

50. Procurement of civil works contract for the subprojects will be carried out by the CPCU following NCB procedures in accordance with ADB's Procurement Guidelines (2010, as amended from time to time). The first two contracts, following ADB standard documents, will require prior approval of ADB regardless of the value of the contracts. Subsequent contracts will only be submitted to ADB for post approval. The NSC will approve all contracts before works can start. The GIC will assist the CPCU in the opening and evaluation of tenders.

5. Construction Supervision

51. Upon mobilization of the contractors, the CPCU will issue an order to proceed to the national consulting firm to carry out supervision of construction works. The CPCU will also recruit safeguard monitoring entities to monitor the implementation of social and environmental safeguard measures identified in the Resettlement Plan (RP), the Environmental Management Plan (EMP), the Gender Action Plan (GAP) and the Indigenous Peoples Plan (IPP). The monitoring entities will be recruited following CQS procedures. The Districts will provide assistance and support to both the national consultants and the safeguard monitoring entities in supervision and monitoring of the implementation of the subprojects.

IV. COSTS AND FINANCING

52. The total project cost is estimated at \$20.94 million. The Government has requested a grant not exceeding \$19 million from the ADF to finance the Project. This will be directed at corridor planning, forest restoration and protection, livelihoods improvement, and small scale infrastructure subprojects, capacity building, project management and consulting services, including taxes and duties (\$1.099 million). The Government will contribute \$1.40 million by way of salary for secondments and administration, of which \$0.33 million has been set aside on behalf of provinces for any resettlement expenses related to the Project. Beneficiaries will contribute their labor to agroforestry, NTFP planting, and in-kind contribution to routine maintenance small-scale infrastructure (estimated at \$0.5 million).

A. Detailed Cost Estimates by Expenditure Category

	(KR Billion)			(US\$ '000)			% Total Base Costs
	Foreign	Local	Total	Foreign	Local	Total	
A. Investment Costs							
1. Civil Works							
a. Small Scale Infrastructure	1.4	11.1	12.5	330.0	2,640.0	2,970.0	15.0
b. Resettlement	0.1	1.2	1.3	32.0	288.0	320.0	2.0
Subtotal	1.5	12.3	13.8	362.0	2,928.0	3,290.0	16.0
2. Goods and Services	0.4	26.0	26.4	91.8	6,182.2	6,274.0	31.0
3. Vehicles and Equipment							
Vehicles	0.9	0.4	1.3	216.0	86.4	302.4	1.0
Equipment	0.2	1.4	1.6	41.9	335.4	377.3	2.0
Subtotal	1.1	1.8	2.9	257.9	421.8	679.7	3.0
4. Project Implementation Management	0.3	5.0	5.3	75.7	1,193.6	1,269.3	6.0
5. Consulting Services							
Locally Contracted Services	0.5	4.5	5.1	129.3	1,083.1	1,212.4	6.0
International Consultants	3.1	2.5	5.6	738.0	590.4	1,328.4	7.0
Subtotal	3.6	7.0	10.7	867.3	1,673.5	2,540.8	12.0
6. Training	0.4	3.0	3.4	89.8	718.4	808.2	4.0
7. Livelihood Inputs	0.3	2.9	3.2	79.5	680.2	759.8	4.0
8. Duties & Taxes	0.0	4.5	4.5	0.0	1,068.5	1,068.5	5.0
Total Investment Costs	7.7	62.4	70.1	1,824.0	14,866.3	16,690.3	82.0
B. Recurrent Costs							
1. Government Expenses	0.9	7.9	8.8	208.4	1,875.5	2,083.9	10.0
2. Project Management	0.5	4.1	4.5	107.3	965.8	1,073.1	5.0
3. O&M Commune Infrastructure	0.0	2.1	2.1	0.0	500.0	500.0	2.0
4. Duties & Taxes	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Recurrent Costs	1.3	14.0	15.4	315.7	3,341.4	3,657.1	18.0
Total BASELINE COSTS	9.0	76.5	85.5	2,139.7	18,207.6	20,347.4	100.0
Physical Contingencies	0.2	1.3	1.5	41.6	320.4	362.0	2.0
Price Contingencies	0.1	0.8	0.8	18.2	179.3	197.5	1.0
Total PROJECT COSTS	9.2	78.6	87.8	2,199.5	18,707.3	20,906.8	103.0

Source: Asian Development Bank estimates.

B. Allocation and Withdrawal of Grant Proceeds

GMS BIODIVERSITY CONSERVATION CORRIDORS IN KOH KONG AND MONDULKIRI PROVINCES				
CATEGORY				ADB FINANCING
Number	Item	Amount Allocated ^{ai} [\$]		Percentage and Basis for Withdrawal from the Grant Account
		Category	Subcategory	
1	Civil Works (small scale infrastructure)	3,343,700		100 percent of total expenditure
2	Vehicles and Equipment	880,100		100 percent of total expenditure
2A	Vehicles		447,000	100 percent of total expenditure
2B	Equipment		433,100	100 percent of total expenditure
3	Goods & Services	6,730,200		100 percent of total expenditure
4	Livelihood Inputs	795,300		100 percent of total expenditure
5	Training and Others	924,700		100 percent of total expenditure
6	Consulting Services	2,930,700		100 percent of total expenditure
7	Project Management	1,311,300		100 percent of total expenditure
8	Recurrent Costs	2,084,000		100 percent of total expenditure
	Total excluding contingency	19,000,000		

NB: All taxes and duties are financed from the Grant.

C. Detailed Cost Estimates by Financier

	ADB Grant		Government		Provinces		Beneficiary		Total		Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
I. Investment Costs											
A. Civil Works											
1. Small Scale Infrastructure	3,343.7	100.0	0.0	0.0	0.0	0.0	0.0	0.0	3,343.7	16.0	334.4
2. Resettlement	0.0	0.0	0.0	0.0	333.7	100.0	0.0	0.0	333.7	1.6	0.0
Subtotal	3,343.7	90.9	0.0	0.0	333.7	9.1	0.0	0.0	3,677.4	17.6	334.4
B. Goods and Services	6,730.2	100.0	0.0	0.0	0.0	0.0	0.0	0.0	6,730.2	32.2	149.3
C. Vehicles and Equipment											
Vehicles	447.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	447.0	2.1	134.1
Equipment	433.1	100.0	0.0	0.0	0.0	0.0	0.0	0.0	433.1	2.1	43.3
Subtotal	880.1	100.0	0.0	0.0	0.0	0.0	0.0	0.0	880.1	4.2	177.4
D. Project Implementation Management	1,311.3	100.0	0.0	0.0	0.0	0.0	0.0	0.0	1,311.3	6.3	16.8
E. Consulting Services											
Locally Contracted Services	1,392.7	100.0	0.0	0.0	0.0	0.0	0.0	0.0	1,392.7	6.7	139.3
International Consultants	1,538.1	100.0	0.0	0.0	0.0	0.0	0.0	0.0	1,538.1	7.4	153.8
Subtotal	2,930.7	100.0	0.0	0.0	0.0	0.0	0.0	0.0	2,930.7	14.0	293.1
F. Training	924.7	100.0	0.0	0.0	0.0	0.0	0.0	0.0	924.7	4.4	92.5
G. Livelihood Inputs	795.3	100.0	0.0	0.0	0.0	0.0	0.0	0.0	795.3	3.8	35.5
Total Investment Costs	16,916.0	98.1	0.0	0.0	333.7	1.9	0.0	0.0	17,249.8	82.5	1,099.0
II. Recurrent Costs											
A. Government Expenses	2,083.9	100.0	0.0	0.0	0.0	0.0	0.0	0.0	2,083.9	10.0	0.0
B. Project Management	0.0	0.0	1,073.1	100.0	0.0	0.0	0.0	0.0	1,073.1	5.1	0.0
C. O&M Commune Infrastructure	0.0	0.0	0.0	0.0	0.0	0.0	500.0	100.0	500.0	2.4	0.0
Total Recurrent Costs	2,083.9	57.0	1,073.1	29.3	0.0	0.0	500.0	13.7	3,657.1	17.5	0.0
Total PROJECT COSTS	19,000.0	90.9	1,073.1	5.1	333.7	1.6	500.0	2.4	20,906.8	100.0	1,099.0

Source: Asian Development Bank estimates.

D. Detailed Cost Estimates by Outputs/Components

	Institutional & Community Strengthening	Biodiversity Corridors, Restoration, Protection	Livelihood and Small Scale Infrastructure	Project Management and Support	Total
I. Investment Costs					
A. Civil Works					
1. Small Scale Infrastructure	0.0	0.0	3,300.0	0.0	3,300.0
2. Resettlement	0.0	0.0	320.0	0.0	320.0
Subtotal	0.0	0.0	3,620.0	0.0	3,620.0
B. Goods and Services	0.0	5,499.0	550.0	368.0	6,417.0
C. Vehicles and Equipment					
Vehicles	0.0	0.0	0.0	432.0	432.0
Equipment	0.0	0.0	0.0	419.3	419.3
Subtotal	0.0	0.0	0.0	851.3	851.3
D. Project Implementation Management	457.2	143.0	63.0	622.4	1,285.6
E. Consulting Services					
Locally Contracted Services	72.0	54.0	279.0	942.2	1,347.2
International Consultants	0.0	1,056.0	294.0	126.0	1,476.0
Subtotal	72.0	1,110.0	573.0	1,068.2	2,823.2
F. Training	713.0	0.0	88.0	97.0	898.0
G. Livelihood Inputs	0.0	0.0	795.3	0.0	795.3
Total Investment Costs	1,242.2	6,752.0	5,689.3	3,006.8	16,690.3
II. Recurrent Costs					
A. Government Expenses	0.0	598.6	1,485.4	0.0	2,083.9
B. Project Management	255.8	0.0	0.0	817.3	1,073.1
C. O&M Commune Infrastructure	0.0	0.0	500.0	0.0	500.0
Total Recurrent Costs	255.8	598.6	1,985.4	817.3	3,657.1
Total BASELINE COSTS	1,498.0	7,350.6	7,674.7	3,824.1	20,347.4
Physical Contingencies	37.3	202.6	42.9	79.2	362.0
Price Contingencies					
Inflation					
Local	0.0	118.9	54.4	6.0	179.3
Foreign	0.0	7.8	8.5	1.9	18.2
Subtotal Inflation	0.0	126.7	62.9	7.9	197.5
Devaluation	0.0	0.0	0.0	0.0	0.0
Subtotal Price Contingencies	0.0	126.7	62.9	7.9	197.5
Total PROJECT COSTS	1,535.3	7,679.8	7,780.5	3,911.2	20,906.8
Taxes	97.7	208.1	495.8	297.4	1,099.0
Foreign Exchange	142.2	617.1	845.8	594.4	2,199.5

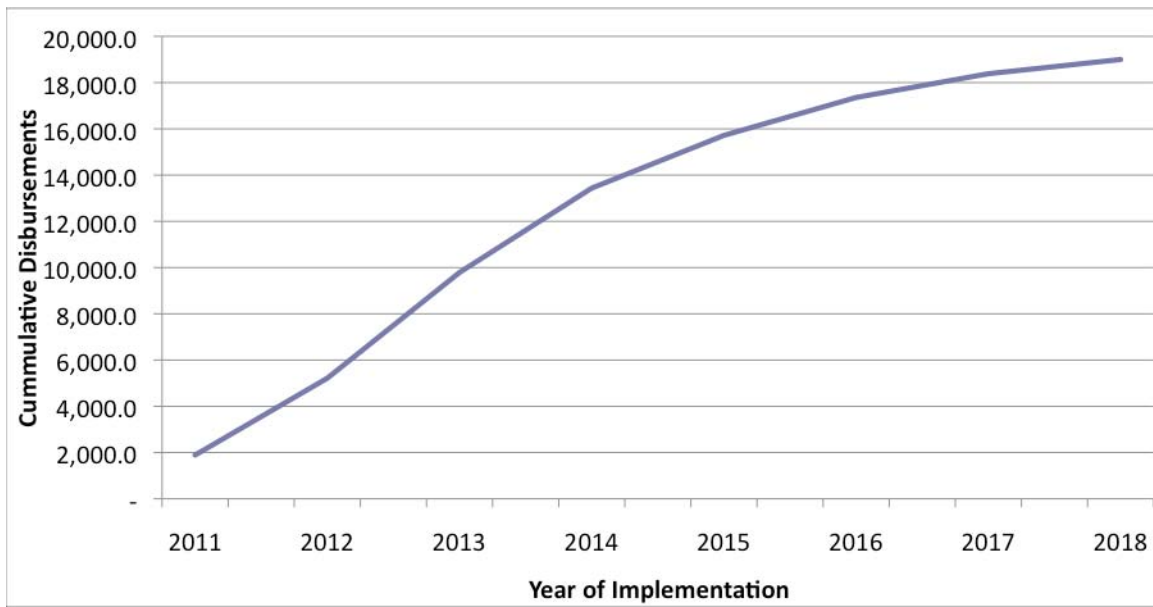
Source: Asian Development Bank estimates.

E. Detailed Cost Estimates by Year

	Base Cost								Total
	2011	2012	2013	2014	2015	2016	2017	2018	
I. Investment Costs									
A. Civil Works									
1. Small Scale Infrastructure	0.0	750.0	1,500.0	1,050.0	0.0	0.0	0.0	0.0	3,300.0
2. Resettlement	0.0	120.0	100.0	100.0	0.0	0.0	0.0	0.0	320.0
Subtotal	0.0	870.0	1,600.0	1,150.0	0.0	0.0	0.0	0.0	3,620.0
B. Goods and Services	266.0	762.0	1,208.0	1,347.0	1,262.0	840.0	466.0	266.0	6,417.0
C. Vehicles and Equipment									
Vehicles	432.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	432.0
Equipment	419.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	419.3
Subtotal	851.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	851.3
D. Project Implementation Management	110.4	360.3	286.8	177.3	97.9	97.9	77.9	77.2	1,285.6
E. Consulting Services									
Locally Contracted Services	150.9	209.1	204.9	204.9	195.9	149.1	120.3	111.9	1,347.2
International Consultants	258.0	453.0	369.0	264.0	132.0	0.0	0.0	0.0	1,476.0
Subtotal	408.9	662.1	573.9	468.9	327.9	149.1	120.3	111.9	2,823.2
F. Training	92.5	201.0	185.0	160.0	101.5	46.0	66.0	46.0	898.0
G. Livelihood Inputs	40.0	361.5	393.8	0.0	0.0	0.0	0.0	0.0	795.3
Total Investment Costs	1,769.1	3,216.9	4,247.5	3,303.2	1,789.3	1,133.0	730.2	501.1	16,690.3
II. Recurrent Costs									
A. Government Expenses	266.3	266.3	266.3	266.3	251.6	251.6	257.9	257.9	2,083.9
B. Project Management	141.0	141.0	141.0	141.0	141.0	122.7	122.7	122.7	1,073.1
C. O&M Commune Infrastructure	0.0	0.0	0.0	100.0	100.0	100.0	100.0	100.0	500.0
Total Recurrent Costs	407.2	407.2	407.2	507.2	492.5	474.3	480.7	480.7	3,657.1
Total BASELINE COSTS	2,176.3	3,624.1	4,654.7	3,810.4	2,281.8	1,607.3	1,210.9	981.8	20,347.4
Physical Contingencies	50.5	60.8	67.1	64.5	52.3	32.6	20.5	13.7	362.0
Price Contingencies									
Inflation									
Local	2.8	13.7	36.4	45.4	32.0	24.2	15.1	9.6	179.3
Foreign	2.0	3.8	5.8	4.8	1.5	0.1	0.1	0.1	18.2
Subtotal Inflation	4.9	17.5	42.2	50.2	33.4	24.3	15.2	9.7	197.5
Devaluation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal Price Contingencies	4.9	17.5	42.2	50.2	33.4	24.3	15.2	9.7	197.5
Total PROJECT COSTS	2,231.6	3,702.5	4,764.0	3,925.1	2,367.6	1,664.3	1,246.6	1,005.1	20,906.8
Taxes	229.2	213.7	302.5	219.6	65.7	32.9	19.2	16.3	1,099.0
Foreign Exchange	481.9	482.2	520.8	371.0	147.4	66.2	66.5	63.5	2,199.5

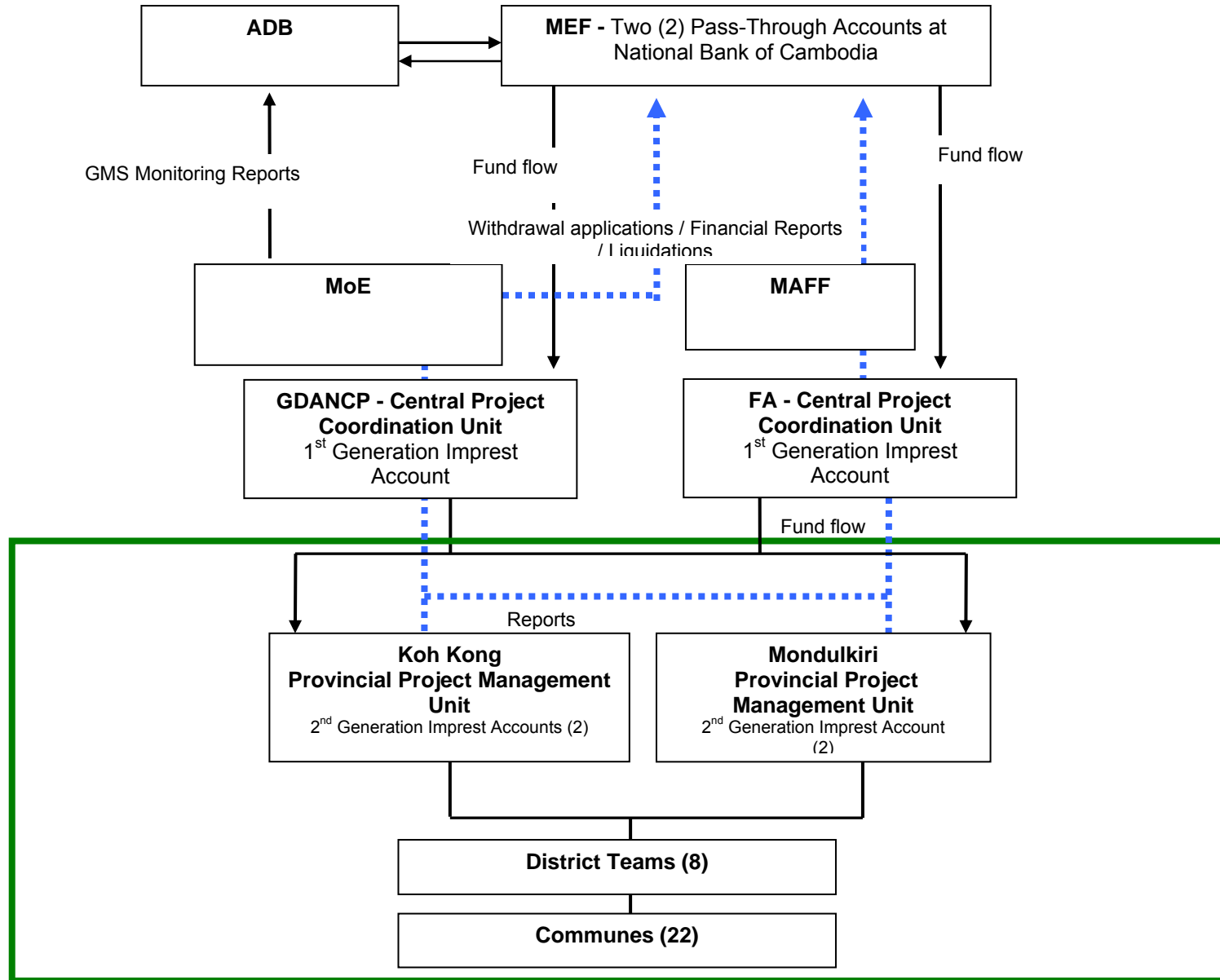
Source: Asian Development Bank estimates.

F. Contract and Disbursement S-curve



Source: Asian Development Bank estimates.

G. Fund Flow Diagram



V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

53. A risk assessment was carried out for the Project and a risk management plan was prepared. The main findings of the risk assessment regarding financial management are summarized below. Details of financial management risks are described in the Good Governance Framework.

54. There is a significant risk associated with shortfall in counterpart fund allocations with donor-assisted projects particularly in the provinces. For this reason, financial obligations of the participating provinces may have to be minimized by financing all taxes and duties associated with subproject investments from grant funds. This will ensure that there are no unrealistic demands on provincial or lower level budget resources.

55. There is a medium risk associated with lack of accountability with respect to utilization of public and donor funds. To reduce this risk, financial management training will be provided to accounting and financial management personnel appointed to the CPCUs, as well as to PPMUs immediately upon project effectiveness. In addition financial management at province and district level will be monitored closely, and corrective actions such as incremental training and/or commendation will be implemented if needed. Cash payments will also be minimized through the use of project bank accounts to ensure that grant funds (and counterpart funds) are used properly and in accordance with the requirements of the Project.

56. The potential of leakage of project funds is considered low. Nevertheless, to further reduce the risk associated with this a number of measures have been built into the project design, including (i) the use of complete legal documents and project procedures on investment management and proper procurement/bidding; (ii) the introduction of investment monitoring from subproject preparation to implementation through a project website and other public monitoring mechanisms; (iii) strengthening inspection and control through the appointment of internationally qualified auditors to conduct independent audits which would identify opportunities for potential leakage; and (iv) introduction of international accounting software for the CPCUs using double entry accounting procedures that allow a trace of transactions to be followed during audit and other reviews.

B. Disbursement

57. The Grant proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2007, as amended from time to time),⁴ and detailed arrangements agreed upon between the Government and ADB.

58. Pursuant to ADB's Safeguard Policy Statement (2009) (SPS),⁵ ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of the SPS. All financial institutions will ensure that their investments are in compliance with applicable national laws and regulations and will apply the prohibited investment activities list (Appendix 5) to all subprojects.

⁴ Available at: http://www.adb.org/Documents/Handbooks/Loan_Disbursement/loan-disbursement-final.pdf

⁵ Available at: <http://www.adb.org/Documents/Policies/Safeguards/Safeguard-Policy-Statement-June2009.pdf>

1. Imprest Accounts

59. After Grant Effectiveness, grant funds will be transferred from the MEF pass-through accounts to the First Generation Accounts (FGIAs) to be established by the CPUs in the MOE/GDANCP and MAFF/FA in a commercial bank acceptable to MEF and the ADB. In addition, second generation imprest accounts (SGIA) will be established and managed by the PPMUs in the two provinces of Koh Kong and Mondulhiri. MAFF and MOE will prepare separate withdrawal applications. The FGIA will be used to meet national level project costs including CPCUs operations cost, consulting services contracts, and subproject works. The SGIA will be used to meet provincial cost items not financed at the CPCU level. The imprest accounts will be replenished in accordance with standard procedures outlined in the ADB's Loan Disbursement Handbook. All accounts will be audited annually by an independent auditor.

60. Each FGIA will receive an advance amounting to an estimated 6 months of project expenditure or a maximum of \$950,000 each, whichever is lower. This account will be replenished on a monthly basis to assure liquidity of funds or when the account is drawn down by 20% of the initial deposit. Funds in the FGIA will be used to establish advances in the respective SGIAs. The maximum ceiling of each SGIA will be equivalent to 6 months estimated expenditures or \$300,000 whichever is lower. SGIAs are intended to provide cash resources for the operations of the PPMU and other field activities, which are substantial. Provincially-located SGIAs will be replenished upon presentation of documented liquidation of expenditures as outlined in ADB's Loan Disbursement Handbook.

61. The request for initial advance to the imprest account should be accompanied by an Estimate of Expenditure Sheet⁶ setting out the estimated expenditures for the first six (6) months of project implementation, and submission of evidence satisfactory to ADB that the imprest account has been duly opened. For every liquidation and replenishment request of the imprest account, the recipient will furnish to ADB (i) Statement of Account (Bank Statement) where the imprest account is maintained, and (ii) the Imprest Account Reconciliation Statement reconciling the above mentioned bank statement against the executing agency's records.⁷

2. Direct payment and Statement of Expenditures

62. If required, loan proceeds may be disbursed directly to contractors and consultants by ADB in accordance with the approved contracts between the executing agency and the contractors, using direct payment procedures. For payments up to \$100,000 from the FGIA or SGIAs, ADB's Statement of Expenditures (SOE) procedure may be used to reimburse eligible expenditures and to liquidate advances. Sample forms for withdrawal of grant proceeds, replenishment of imprest accounts, and SOE can be downloaded from the ADB website.⁸ SOE records should be maintained and made readily available for review by ADB's disbursement and review missions or upon ADB's request for submission of supporting documents on a sampling basis, as well as for independent audit.⁹ CPCUs will be responsible for ensuring that SOEs are operated in accordance with ADB's requirement.

⁶ Available in Appendix 29 of the *Loan Disbursement Handbook*.

⁷ Follow the format provided in Appendix 30 of the *Loan Disbursement Handbook*.

⁸ Available at: http://www.adb.org/documents/handbooks/loan_disbursement/default.asp

⁹ Checklist for SOE procedures and formats are available at:
http://www.adb.org/documents/handbooks/loan_disbursement/chap-09.pdf
http://www.adb.org/documents/handbooks/loan_disbursement/SOE-Contracts-100-Below.xls
http://www.adb.org/documents/handbooks/loan_disbursement/SOE-Contracts-Over-100.xls
http://www.adb.org/documents/handbooks/loan_disbursement/SOE-Operating-Costs.xls

63. Before the submission of the first withdrawal application, the recipient shall submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the recipient, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is US\$100,000, unless otherwise approved by ADB. The recipient is to consolidate claims to meet this limit for reimbursement and imprest account claims. Withdrawal applications and supporting documents will demonstrate, among other things that the goods, and/or services were produced in or from ADB members, and are eligible for ADB financing.

3. Disbursement and liquidation procedures for counterpart funds

64. Only two items are to be financed from Government counterpart funds: (i) minimal operation costs; and (ii) salaries of staff seconded to the Project which will be financed through the regular payroll mechanism for Government employees.

C. Accounting

65. Recording and reporting of transactions of project expenditures will be consistent with the Chart of Accounts and Budget Classification of the Government (2007) and Government's 2005 Standard Operating Procedures (SOP) for Externally Financed Projects/Programs.¹⁰ The Executing Agency will maintain separate project accounts and records by funding source for all expenditures incurred on the Project. Project accounts will follow international accounting principles.

D. Auditing

66. The CPCU will cause the detailed consolidated project accounts to be audited in accordance with international standards on auditing by an auditor acceptable to ADB. The audited accounts will be submitted in the English language to ADB within 9 months of the end of the fiscal year by the executing agency. The annual audit report will include a separate audit opinion on the use of the imprest accounts and the SOE procedures. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

67. The Government and the CPCU have been made aware of ADB's policy on delayed submission, and the requirements for satisfactory and acceptable quality of the audited accounts (covering failure of submitting audited accounts and financial statements by the due dates). In case of delays in submission of audited account and financial statements, a formal warning will be issued, and disbursements may be suspended, for accounts more than 6 months overdue.

http://www.adb.org/documents/handbooks/loan_disbursement/SOE-Free-Format.xls

¹⁰ Ministry of Economy and Finance (MEF). 2005a. *Standard Operating Procedures for Externally Financed Project/Programs in Cambodia*. Phnom Penh (August); MEF. 2005b. *Financial Management Manual for Externally Financed Project/Programs in Cambodia*, Phnom Penh (September).

VI. PROCUREMENT AND CONSULTING SERVICES

A. General

68. All procurement will be undertaken in accordance with ADB's *Procurement Guidelines* (2010, as amended from time to time) and all engagement of consultants will be undertaken in conformity with ADB's *Guidelines on the Use of Consultants* (2010, as amended from time to time). In addition, all procurement under the Project will use and follow the Government's 2005 Standard Operating Procedures (SOP) for Externally financed Projects/Programs.¹¹ Should there be any discrepancy between the SOP and ADB's Guidelines, ADB's Guidelines shall prevail.

B. Advance Contracting

69. All advance contracting will be undertaken in conformity with ADB's *Procurement Guidelines* (2010, as amended from time to time)¹² and ADB's *Guidelines on the Use of Consultants* (2010, as amended from time to time).¹³ The issuance of invitations to bid under advance contracting and retroactive financing will be subject to ADB approval. The recipient, CPCU and PPMUs have been advised that approval of advance contracting and retroactive financing does not commit ADB to finance the Project.

70. The CPCU will conduct advance action for the recruitment of GIC. Consulting services are necessary for smooth implementation of the Project and to strengthen community participation in subproject design and subsequent operations and maintenance. Prompt appointment of consultants for implementation support is critical to ensure efficient implementation. Late recruitment of consultants is a significant factor in delayed project implementation and is also likely to have a negative impact on achievement of project benefits. The CPCU will initiate recruitment of GIC consultants including issuing invitation for Expressions of Interests, short-listing of potential firms, invitation to submit proposals and evaluation of proposal. ADB support of advance contracting does not commit ADB to approve the grant project or to finance the recruitment cost.

C. Procurement of Goods, Works and Consulting Services

71. Civil work packages will comprise a number of small works scattered in remote areas of the two provinces, and are not likely to attract international bidders. Packages for works valued at less than \$1 million but more than \$100,000 or equivalent shall be procured following NCB procedures described in Section C below. For works below \$100,000 equivalent, shopping procedures may be followed. Packages for goods costing less than \$500,000 equivalent but more than \$100,000 shall be procured through NCB procedures. Smaller packages for goods valued at less than \$100,000 may be procured using shopping procedures. Smaller packages for goods valued at less than \$10,000 may be procured using direct contracting procedures. Most of the reforestation activities, forest protection payment (patrolling), livelihood improvement block grants, and Commune Development Fund (CDF) seed capital are community based services; and hence, community participation works and services valued at less than \$30,000 per contract or per transaction (e.g. transfer of seed capital into eligible CDF accounts) will be procured using direct contracting procedures.

¹¹ MEF. 2005c. *Procurement Manual for Externally Financed Project/Programs in Cambodia*, Phnom Penh (September).

¹² Available at: <http://www.adb.org/Documents/Guidelines/Procurement/Guidelines-Procurement.pdf>

¹³ Available at: <http://www.adb.org/Documents/Guidelines/Consulting/Guidelines-Consultants.pdf>

72. Before the start of any procurement, ADB and the Government will review the public procurement laws of the central and state governments to ensure consistency with ADB's *Procurement Guidelines*.

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

74. All consultants will be recruited according to ADB's *Guidelines on the Use of Consultants* (2010 as amended from time to time).¹⁴ The proposed Project will require two types of consulting services to assist and support the CPCU and PPMUs with: (i) project implementation support including policy development at national level; and (ii) preparation of subprojects and safeguard monitoring during implementation. The outputs and deliverables from all consulting services shall be in accordance with the Government policies, and in support of the provincial development strategies and the needs of the beneficiaries.

75. GICs will be recruited by the CPCU through a firm using Quality- and Cost- Based Selection (QCBS) procedures using a ratio of 80:20 in accordance with ADB's *Guidelines on the Use of Consultants* (2010 as amended from time to time). The CPCU will also recruit national consultants to assist in the preparation of feasibility studies, detailed design, preparation of bidding documents, and supervision of construction of subprojects from national firms using CQS procedures. CQS procedures are justified because: (i) the work to be carried out requires specialized expertise which is not widely available in Cambodia; (ii) the quality of the output is critical for the assessment of the subprojects' environmental and social impacts, as well as the design of necessary mitigation measures; and (iii) recruitment time will be critical to ensure expeditious and efficient project implementation. The CPCU will also be responsible for recruitment of national institutes such as NGO, universities to monitor implementation of social and environmental safeguard measures. These institutes will also be recruited using CQS procedures. The packages for these entities are considered small at \$200,000 or less and would not justify the preparation of detailed technical proposals. Furthermore, CQS procedures will reduce recruitment time to ensure timely implementation of these critical inputs. The detailed terms of reference (TOR) for all consulting services are in Section D below.

D. Procurement Plan

1. Basic Data

Country	Kingdom of Cambodia
Project Name	GMS Biodiversity Conservation Corridors Project
Grant Amount (\$)	ADF - \$19 million
Grant Number	To Be Determined
Executing Agency	1. Ministry of Environment / General Department of Administration,

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

	Nature Conservation and Protection 2. Ministry of Agriculture, Forestry and Fisheries / Forestry Administration
Date of this Procurement Plan	3 November 2010

2. Process Thresholds, Review and 18-month Procurement Plan

a. Project Procurement Thresholds

76. Except where ADB may otherwise agree, the following process thresholds shall apply to procurement of goods and works:

Method	Threshold
NCB works ^a	Below \$1,000,000 but ≥ \$100,000
NCB goods ^a	Below \$500,000 but ≥ \$100,000
Shopping works	Below \$100,000
Shopping goods	Below \$100,000
Direct Contracting	≤ \$10,000
Community Participation for works, services, and transactions (seed capital, block funds)	≤ \$30,000 per contract

NCB = national competitive bidding.

^a NCB procedures are described in Section 6 of this procurement plan.

3. ADB Post and Prior Review

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

Procurement Method	Prior or Post	Comments
For Goods and Works		
NCB works	Prior / Post The draft English language version of the procurement documents should be submitted for ADB review and approval regardless of the estimated contract amount. ADB-approved procurement documents should be used as a model for all subsequent NCB procurement financed by ADB, and need not be subjected to further prior review. ADB will review the bid evaluation report and award of contract on a post-review basis.	CPCU to procure all NCB packages. Prior review for the first 2 contracts subsequently post review.
NCB goods	Prior / Post	CPCU to procure all NCB packages.

Procurement Method	Prior or Post	Comments
	Same as NCB works above	Prior review for the first 2 contracts subsequently post review.
Shopping works	Post	The draft English language version of the procurement documents should be submitted for ADB review and approval regardless of the estimated contract amount.
Shopping goods	Post	
Community Participation for works ¹⁵	Post	
Consultant Recruitment		
QCBS (80:20)	Prior	The CPCU will recruit implementation consultants from a firm, using full technical proposals.
CQS	Post	Involves small contracts with specialist organizations or individuals for time critical work.

CQS = Consultants' Qualifications Selection; NCB = National Competitive Bidding; CPCU =Central Project Coordination Unit; QCBS = Quality- and Cost-Based Selection.

4. Consulting Service Contracts Estimated to Cost More than \$100,000

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

General Description	Contract Value (\$ million)	Recruitment Method	Advertisement Date	International or National Assignment	Comments
GIC	\$2.677	QCBS (80:20)	Jan 2011	68 pm International and 483 pm National	To be recruited by CPCU
Design, Feasibility, Supervision, Safeguards Consultants	\$0.253	CQS	Mar 2011	165 pm National	7 packages to be recruited by CPCU

CPCU =Central Project Coordination Unit; CQS = Consultants Qualifications Selection; DD = Detailed Design; FS = Feasibility Study; GIC = Grant Implementation Consultants; PBD = Preparation of bidding documents; QCBS = Quality- and Cost- Based Selection.

¹⁵ Small projects in accordance with ADB's *Procurement Guidelines* (2010 as amended from time to time)

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

General Description	Value of Contracts (cumulative) (million)	Number of Contracts	Procurement/ Recruitment Method	Comments
Office Equipment including office refurbishment	\$0.234	4	Shopping/Direct Contracting	By CPCU/ PPMUs
Motor Vehicles & Motorcycles	\$0.447	6	Shopping	By CPCU
Equipment for resource mapping	\$0.152	2	Shopping/Direct Contracting	By CPCU
Field Equipment	\$0.047	2	Shopping/Direct Contracting	By CPCU
Design and capacity of Commune Development Fund (CDF)	\$0.090	1	CQS	By CPCU

CPCU = national project management office; CQS = Consultants Qualifications Selection; PPMU = provincial project office.

6. Indicative List of Packages Required under the Project

79. The following table provides an indicative list of all procurement (goods works and consulting services) over the life of the proposed Project. Contracts financed by the recipient and others are included with appropriate notation in the 'Comments' section.

General Description	Est. Value (\$ million)	Est. No. of Contracts	Procurement Method	Proposal Type	Comments
Goods					
Motor Vehicles & Motorcycles	\$0.447	6	Shopping	n.a.	By CPCU
Office Equipment (Desk sets, cabinets, computers, communication equipment, etc.)	\$0.234	4	Shopping/Direct Contracting	n.a.	By CPCU/ - PPMUs
Equipment for resource mapping	\$0.152	2	Shopping/Direct Contracting	n.a.	By CPCU
Field equipment	\$0.047	2	Shopping/Direct Contracting	n.a.	By CPCU
Works					

General Description	Est. Value (\$ million)	Est. No. of Contracts	Procurement Method	Proposal Type	Comments
Multiple, demand driven, small scale infrastructure Subproject works with design (over the next 36 months)	\$3.344	4	NCB	n.a.	By CPCU
Reforestation Subproject design & materials (multiple sites over the next 60 months)	\$1.921	Multiple	Shopping/Direct Contracting	n.a.	By CPCU/ PPMU
Community ¹⁶ Participation for forest restoration works	\$2.005	Multiple	Community	n.a.	By PPMU/DT
Community ¹⁶ Participation for livelihood improvement subprojects	\$0.355	Multiple	Community	n.a.	By PPMU/DT
Livelihood Improvement Technologies (biogas/solar)	\$0.572	Multiple contracts	Shopping/Direct Contracting	n.a.	By CPCU
Commune Development Funds (CDF) seed capital	\$0.440	22 Commune Development funds	Direct Contracting / transfer of seed capital on eligibility	n.a.	By PPMU/DT
Community service contracts for Biodiversity Corridor Patrolling over 8 years in 22 communes	\$1.849	Multiple	Community	n.a.	By PPMU/DT
Consulting Services					
Grant Implementation Consultants	\$2.677	1	QCBS (80:20)	FTP	By CPCU
FS, DD, supervision, Safeguards, Consultants	\$0.253	7	CQS	BTP	By CPCU
Design and capacity of Commune Development Fund	\$0.090	1	CQS	BTP	By CPCU

¹⁶ Not to exceed \$30,000 per contract.

General Description	Est. Value (\$ million)	Est. No. of Contracts	Procurement Method	Proposal Type	Comments
(CDF)					
Others					

BTP = Biodata Technical Proposal; CQS = Consultants' Qualifications Selection; CS = construction supervision; DD = detailed design; FTP = Full Technical Proposal; FS = feasibility study; CPCU = national project management office; PBD = preparation of bidding documents; PPMU = provincial project offices; QCBS = Quality- and Cost-Based Selection.

7. National Competitive Bidding

a. General

80. The procedures to be followed for national competitive bidding shall be those set forth for the "National Competitive Bidding" method in the Government's Procurement Manual of September 2005 issued under Decree Number 14 ANKR.BK dated 26 February 2007 with the clarifications and modifications described in the following paragraphs required for compliance with the provisions of the Procurement Guidelines.

b. Application

81. Contract packages subject to NCB procedures will be those identified as such in the Project Procurement Plan. Any changes to the mode of procurement from those provided in the Procurement Plan shall be made through updating of the Procurement Plan, and only with prior approval of ADB.

c. Eligibility

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

d. Advertising

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

e. Procurement Documents

84. The first draft English language version of the procurement documents shall be submitted for ADB review and approval, regardless of the estimated contract amount, in accordance with agreed review procedures (post and prior review). The ADB-approved procurement documents will then be used as a model for all procurement financed by ADB for the Project, and need not be subjected to further review unless specified in the procurement plan.

f. Preferences

85. Preferences as follows:

- (i) No preference of any kind shall be given to domestic bidders or for domestically manufactured goods.
- (ii) Suppliers and contractors shall not be required to purchase local goods or supplies or materials.

g. Rejection of all Bids and Rebidding

86. Bids shall not be rejected and new bids solicited without ADB's prior concurrence.

h. National Sanctions List

87. National sanctions lists may be applied only with prior approval of ADB.

i. Corruption Policy

88. A bidder declared ineligible by ADB, based on a determination by ADB that the bidder has engaged in corrupt, fraudulent, collusive, or coercive practices in competing for or in executing an ADB-financed contract shall be ineligible to be awarded ADB-financed contract during the period of time determined by ADB.

j. Disclosure of Decisions on Contract Awards

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

k. Member Country Restrictions

90. Bidders must be nationals of member countries of ADB, and offered goods, works and services must be produced in and supplied from member countries of ADB.

E. Consultant's Terms of Reference

1. Background

91. Consultants to be financed from ADB resources include the GICs; national consultants to assist in the preparation and supervision of subproject works; and entities to monitor the implementation of social and environmental safeguard measures. All consultants and institutes will be selected and engaged in accordance with the *ADB's Guidelines on the Use of Consultants*. The CPCU will recruit the GICs from a consulting firm following QCBS (80:20) procedures. National consultants for preparation of feasibility studies, detailed design, preparation of bidding documents and supervision of construction, as well as the safeguard

monitoring entities will be recruited by the CPCU following CQS procedures. The TOR outlined herein relate only to the GICs. TORs for the other packages will be developed by the team leader of GIC. These detailed TORs will then be incorporated in the PAM at a later date. The outputs and deliverables from all consulting services shall be in accordance with the Government policies, and in support of the provincial development strategies and the needs of the beneficiaries.

92. The GICs comprise a total of 551 person-months including 68 person-months of international specialists and 483 person-months of national specialists. Advance action for recruitment of GIC has been approved by ADB to facilitate the timely mobilization of consultants and the advertisement for their recruitment will be posted on ADB's website by October 2011.

93. To assist in the implementation of the Project, the CPCUs will engage a qualified international consulting firm (including national consultants) to provide consulting services in a range of specialties including: (i) Forestry / Biodiversity, (ii) GIS/Land use planning, (iii) gender/ Indigenous/social safeguards (iv) business development/agroprocessing/NTFP, (v) accounting and other unidentified areas. The consulting services contract is expected to commence in June 2011 and will continue for approximately 94 months until completion of the Project. The estimated cost of consulting services contract is US\$2.6 million.

94. Advance action will be initiated to ensure that the team is fielded shortly after grant effectiveness to provide continuous support and advice to the CPCU and the PPMUs throughout the project, with a greater concentration in the first 4 years of implementation. Approximately 80% of the person-months are planned to be utilized by 2015. After this initial intensive support, the CPCU and PPMUs will have built the necessary capacity to carry out all duties independently and with minimum support.

2. Rationale for the Level of Consultancy Support

95. The relatively high level of support proposed for the CPCUs and PPMUs is based on recent experience with pilot phase between 2006-2009 and implementation consultants under other ADB financed projects currently being implemented in Cambodia, and a sequence of development projects financed by ADB within the past 10 years in Cambodia. The early selection and fielding of consultants is considered critical in view of the different approach followed for this project which features subprojects that have already been selected and pre-screened and an increased focus on safeguard issues. The level of support is also justified given that the designs are likely to be more challenging in the mountainous terrain as well as the fact that the designs will attempt to minimize any potential impact from climate change.

3. Recent Experiences

96. The complex government procedures and approval processes for the selection of consultants together with the process of ratification by ADB often leads to extensive delays in the recruitment of consulting services. This process is particularly more complex for QCBS procedures and there is a risk that GICs may not be mobilized on a timely basis and will not be available in the early period of implementation when they are most needed. Such delays will have repercussions in the preparation of subprojects and subsequently on grant disbursement. National staff appointed to project management structures often lack familiarity with ADB procedures and GICs are needed to perform a very necessary function filling this capacity deficit in the early implementation of the Project.

4. Subproject Pre-selection and Preparation

97. During project preparation, a number of sample subprojects were pre-screened regionally (community water supply, reforestation, rattan planting, fish ponds) against a set of selection criteria. Pre-screening was carried out to provide samples that could be used to accelerate the start-up phase so that subproject preparation could commence shortly after grant effectiveness. National consultants to be recruited by the CPCU will be responsible to prepare detailed feasibility studies comprising social and environmental safeguard studies as well as economic analysis of each subproject. Previous experience suggests that local companies lack the experience to prepare such studies to a standard acceptable to ADB. The GICs are expected to play an important role in guiding and reviewing the studies prepared by the national consultants to ensure that their work meet the ADB requirements. Furthermore, the GICs will be required to prepare SIRs summarizing the outcome of the feasibility studies. The SIRs will be a key document for the approval of the subprojects by the NSC. It is therefore necessary for specialists experienced in ADB social and environmental safeguards to be recruited to ensure that ADB's specific areas of interest are accommodated. By providing external technical assistance in these critical areas, there are less likely to be delays in approvals needed from ADB.

5. Terrain and Quality Factors

98. As the proposed Project is to be implemented in the challenging environment of remote and mountainous areas of Cambodia, the application of standard designs to reforestation, livelihood improvement, biodiversity corridor establishment, and small scale rural infrastructure will need technical support and intensive extension work.

Grant Implementation Consultant Inputs by year

Consultant Support		Unit	2011	2012	2013	2014	2015	2016	2017	2018	Total
International											
Int. Consultant (Team Leader – Forestry/Biodiversity Corridor Specialist)	month	6	12	12	12	6					48
Int. Consultant Social Safeguards	month	1	2								3
Int. Environment Specialist	month	1	2								3
Int. Unallocated Short term Consultant	month	2	3	3	3	3					14
Total International Consultants	month	12	21	17	12	6	0	0	0	0	68
National											
Deputy Team Leader (Forestry Biodiversity Specialist)	month	3	6	6	6	6	6	6	6	6	45
Nat. Consultant (GIS & Land Use)	month	6	12	12	12	6					48
Forest Plantation & Nursery Assistant	month	18	36	36	36	36	18				180
Agriculture Extension Assistant	month	18	36	36	36	36	18				180
Nat. Business Development Specialist	month	6	6	6	6	6					30
Nat. Social Safeguards Specialist	month	6	12	12	12	12	6				60
Nat. Env Safeguard Specialist	month	6	12	12	12	12	6				60
National Procurement Specialist	month	3	3								6
Nat. unallocated Short term consultants (technical)	month	3	6	6	6	6	6	6	6		39
Total person months		69	129	126	126	120	60	12	6	6	648

6. Terms of Reference

a. Forestry / Biodiversity: Team Leader - (48 pm International and 45 pm National – Deputy Team Leader)

99. The **International Team Leader (Forestry and Biodiversity Specialist)** will in close co-operation with the National Project Director and the ADB project Officer:

- (i) Assume overall responsibility for implementing the technical support, including preparation and implementation of work plans, and provide team leadership, coordination, financial management and administrative input, and ensure timely deployment of consultants and guidance on following ADB requirements on Statement of Expenditure (SOE) guidelines
- (ii) Ensure that all consultants are fully briefed on local situation and their tasks. Review, and modify when necessary all consultant terms of reference in consultation with the National Director and the ADB Project Officer and oversee international and national consultants and provincial level teams in planning, preparation and completion of the sub-projects (commune investment plans – CIPs) and follow up on forest resource management plans in all provinces
- (iii) Develop a comprehensive capacity development plan and oversee its implementation
- (iv) Monitor progress against project implementation schedule and collate and coordinate preparation and submission of periodic progress reports and technical reports on project findings and experience.
- (v) Support Forest Development Plans for the provinces that identify areas where forest restoration should be prioritized to improve connectivity between different management units and provide guidance on demarcation and delineation of the provincial forest estate
- (vi) Assess any existing technical guidelines for the design of management plans for Protected and Commune/Community Forests and refine as appropriate and advise on the collection and analysis of all data relevant to forest management, including operational costs, prices, labor productivity, wage rates, and recommend improvements to working practices to reduce costs and improve labor health and safety
- (vii) Advise on the design of forest and biodiversity inventories and assessments of natural forest management units, including sampling procedures, determination of sampling intensity, data recording and analysis and the establishment of a network of permanent and temporary sample plots in the major forest types
- (viii) Oversee the development of a program for growth and yield monitoring both for key indigenous tree species and for the major mixed species natural forest types that includes assessment of the net sequestration of carbon stocks, and provide guidelines for techniques for assessing timber and carbon growing stock and yield estimation suitable for application by local communities in the project communes/villages
- (ix) Advise on the preparation of detailed management plans for territorial forest management units that do not yet have comprehensive plans, covering silvicultural and harvesting operations, and including an investment plan that includes access and roads, staff development, and identification of any potential for public use of the forest for recreation and tourism. The plans should be sensitive to environmental and landscape considerations.

- (x) Prepare guidelines for environmental protection and biodiversity conservation and for the defining areas within Protected forest areas that require special protection due to their importance as unique habitats, feeding sources (e.g. salt licks and water) nesting sites etc. to ensure that the protection value is maximized and ensure their incorporation into management plans and advise provincial staff on conservation, reforestation, ecosystem restoration and review current management plans and proposed ecotourism plans.
- (xi) Advise on the principles to be adopted for practical Commune Forest Management Plans for inventory, monitoring, silvicultural treatments and the development of a simple harvesting plan that ensures long-term sustainability of the resource and safeguards locally important species such as resin trees and trees of spiritual importance.
- (xii) Oversee the work of the national plantations and nursery consultants, preparing technical guidelines for site and species selection for community restoration of denuded and degraded former forest areas, reviewing current site preparation, establishment, silvicultural and nursery practices and vet recommendations on the most effective disposition of nurseries within the project area to ensure timely supply of best possible quality of planting stock of indigenous tree species and NTFPs for restoration, enrichment planting and livelihood plantations.
- (xiii) Support the Business Development activities for potential new livelihood enterprises or developments of existing enterprises that should be supported by the project.
- (xiv) Make recommendations for market based instruments to capture some of the environmental values from protected lands and forest areas.
- (xv) Promote the monitoring of prices for major forest products including timber, NTFPs, Carbon/CO₂ and energy to assess the competitiveness of wood for energy and the feasibility of carbon sequestration through forest management and plantations.

100. The **National Deputy Team Leader (Forestry and Biodiversity Specialist)** will in close co-operation with the International Team Leader, National Project Director and the ADB project Officer assist the TL with:

- (i) Technical support, including preparation and implementation of work plans, coordination, financial management and administrative input, and ensure timely deployment of national consultants
- (ii) Briefing to consultants and project visitors on local situation and tasks. Support national consultants and provincial level teams in planning, preparation and completion of the sub-projects (commune investment plans – CIPs) and follow up on forest resource management plans in all provinces
- (iii) Develop a comprehensive capacity development plan and oversee its implementation
- (iv) Monitor progress against project implementation schedule and collate and coordinate preparation and submission of periodic progress reports and technical reports on project findings and experience.
- (v) Support Forest Development Plans for the provinces that identify areas where forest restoration should be prioritized to improve connectivity between different management units and provide guidance on demarcation and delineation of the provincial forest estate

- (vi) Assess any existing technical guidelines for the design of management plans for Protected and Commune/Community Forests and refine as appropriate and advise on the collection and analysis of all data relevant to forest management, including operational costs, prices, labor productivity, wage rates, and recommend improvements to working practices to reduce costs and improve labor health and safety
- (vii) Design of forest and biodiversity inventories and assessments of natural forest management units, including sampling procedures, determination of sampling intensity, data recording and analysis and the establishment of a network of permanent and temporary sample plots in the major forest types
- (viii) Oversee the development of a program for growth and yield monitoring both for key indigenous tree species and for the major mixed species natural forest types that includes assessment of the net sequestration of carbon stocks, and provide guidelines for techniques for assessing timber and carbon growing stock and yield estimation suitable for application by local communities in the project communes/villages
- (ix) Preparation of detailed management plans for territorial forest management units that do not yet have comprehensive plans, covering silvicultural and harvesting operations, and including an investment plan that includes access and roads, staff development, and identification of any potential for public use of the forest for recreation and tourism. The plans should be sensitive to environmental and landscape considerations.
- (x) Prepare guidelines for environmental protection and biodiversity conservation and for the defining areas within Protected forest areas that require special protection due to their importance as unique habitats, feeding sources (e.g. salt licks and water) nesting sites etc. to ensure that the protection value is maximized and ensure their incorporation into management plans and advise provincial staff on conservation, reforestation, ecosystem restoration and review current management plans and proposed ecotourism plans.
- (xi) Commune/Community Forest Management Plans for inventory, monitoring, silvicultural treatments and the development of a simple harvesting plan that ensures long-term sustainability of the resource and safeguards locally important species such as resin trees and trees of spiritual importance.
- (xii) Oversee the work of the national plantations and nursery consultants, preparing technical guidelines for site and species selection for community restoration of denuded and degraded former forest areas, reviewing current site preparation, establishment, silvicultural and nursery practices and vet recommendations on the most effective disposition of nurseries within the project area to ensure timely supply of best possible quality of planting stock of indigenous tree species and NTFPs for restoration, enrichment planting and livelihood plantations.
- (xiii) Support the Business Development activities for potential new livelihood enterprises or developments of existing enterprises that should be supported by the project
- (xiv) Take over international team leader duties in his/her absence or leave.

b. Social Safeguards - Gender, Indigenous Peoples / Ethnic Minorities, and Resettlement Specialists - (3 pm International, 60 pm national)

101. The consultant will review the Project related documentation, including the Feasibility Study and consultants' reports produced during project preparation, to better understand the sociocultural and economic context of the Project. The consultant will be responsible for assessment of the sociocultural dimensions (to include ethnic minorities, resettlement, gender and development, and stakeholder participation and consultation). Specifically, the international social safeguards consultant will:

- (i) Oversee the technical preparation of a socio-economic database at the beneficiary and commune/commune level in a participatory manner that will serve as the benchmark information for the input, output, and outcome monitoring and evaluation indicators for assessing poverty, social, and gender impacts of Project components and for the Project as a whole. Information to be collected through a combination of primary and secondary data gathering as well as quantitative and qualitative approaches; will include but will not be limited to, demographic information of the poor disaggregated by gender and minority/social groupings, poverty in Project sites, relationship of human populations and environment/ natural resources, non-economic features of poverty, and institutional bottlenecks to poverty reduction;
- (ii) Using the data gathered, prepare socio-economic and poverty profiles of the prospective stakeholders and beneficiaries to be impacted by the component and/or subproject, using both quantitative and qualitative and participatory techniques.
- (iii) Prepare methodological procedures and targets and through National Social Safeguards/Gender Specialists, oversee the conduct of social impact assessment and other required survey/census requirements in the Project sites as guided by the Project Social Safeguards frameworks (EMDF and RF) and the GAP;
- (iv) Formulate recommendations to bring about greater accountability and transparency in the development process in order to qualify broad community support for the Project sites;
- (v) In consultation with relevant members of the team, carry out an analysis of policy adjustments related to social dimensions such as (but not limited to): land tenure, vulnerability of human settlements and rural livelihoods to climate impacts, micro credit, and institutions for inclusion into a policy dialogue with the government;
- (vi) Prepare appropriate recommendations that enable profitability of conservation and protection for upstream communities, who are most often ethnic minorities, and measures to ensure that such environmental service costs actually reach the communities in the manner and forms they require and benefit them;
- (vii) Based on the social assessment and where ethnic minorities are concerned, recommend culturally appropriate strategies and options to mitigate impacts as a result of new schemes to be introduced and which will potentially change livelihoods and/or demand for socio economic services
- (viii) Oversee and assess preparation of EMDPs and RPs in accordance with ADB Policies and Guidelines, EMDF, and RF;
- (ix) In consultation with relevant members of the team, propose options for capacity building of various local community groups/organizations that may be involved with implementation of the Project, identifying the means and institutions for such capacity building measures. This can include community-based public education

- and outreach activities related to climate risk reduction and adaptive water management practices;
- (x) Prepare framework and oversee implementation of Project capacity building/IEC and in particular, that these are in line with results of the SIA and objectives of Social Safeguards documents, as well as the GAP; and
 - (xi) Assist the central project implementation unit in any other tasks relevant to the expertise of the Consultant including preparing various reports and other documents required by ADB and concerned government institutions.

102. **National Social Development / Safeguards Specialist:** The consultant shall work closely with the International Social Development/Safeguards Specialist and will review the Project related documentation specifically all social safeguards documents (EMDF, RF, & GAP), including the Feasibility Study and consultants reports produced during project preparation, to better understand context and directions of proposed investments under the Project. The consultant will be responsible for providing the directions of project implementation as regards the social dimensions (to include indigenous people, resettlement, risk reduction, gender and development, rural institutions, and stakeholder participation). Specifically, the national consultant will:

- (i) Prepare localized consultation and participation plans through Stakeholder workshops to orient them on the project and seek agreement on land use planning;
- (ii) Generate project standard to document broad community support;
- (iii) In accordance with social safeguards framework documents, work closely with implementers in finalizing and applying screening criteria for subproject selection;
- (iv) In partnership with the communications/community development specialist, ensure that IEC protocols and procedures are appropriate for specific beneficiary groups, produced and/or implemented in culturally acceptable and gender sensitive manner;
- (v) Conduct a needs assessment in three communes in a participatory manner and prepare socio-economic/poverty profiles socio-economic database TO serve as benchmark information for the input, output, and outcome monitoring and evaluation indicators for assessing the poverty, social, and gender impacts of the Project components and for the Project as a whole with strict reference to the DMF. Said output will serve as the format for ensuing poverty profiling and assessments;
- (vi) Ensure appropriate selection criteria for assisting organizations/professionals contracted to conduct SIA and other required census/survey/reports, whenever applicable, and capacitate selected assisting organizations/professionals;
- (vii) Oversee the conduct of social impact assessment as well as all other necessary census/survey/reports for commune-proposed subprojects using the EMDF, RF and GAP as key references. Where applicable, that the necessary planning documents are prepared in cooperation/coordination of relevant partner institutions;
- (viii) Ensure that the necessary social safeguards plans are generated in a consultative and participatory manner and that these plans incorporate effective participatory approaches that are culturally and gender sensitive, ensuring inclusion of vulnerable stakeholders/ beneficiaries to project benefits flows;

- (ix) With reference to the GAP, ensure gender concerns are incorporated in the EMDP/RP as applicable;
- (x) Ensure that redress mechanisms are in place prior to subproject implementation and that disclosure procedures as stipulated in the social safeguards framework and pertinent ADB Communications Policy are observed;
- (xi) Oversee Internal and External Monitoring for all social safeguards as well as for the GAP and validate findings;
- (xii) Whenever unanticipated impacts on project beneficiaries become apparent during project implementation, ensure that a SIA will be conducted in order to update the EMDP/RP or that a new EMDP/RP shall be formulated to reflect updates;
- (xiii) In consultation with relevant members of the team, carry out an analysis of policy adjustments related to social dimensions such as: land and tree tenure, vulnerability of human settlements and rural livelihoods to climate impacts, micro credit, institutions, etc for inclusion into a policy dialogue with the government;
- (xiv) In consultation with relevant members of the team, propose options for capacity building of various local community groups/organizations that may be involved with implementation of the Project, identifying the means and institutions for such capacity building measures. This can include community-based public education and outreach activities related to climate risk reduction and commune development fund management;

c. Environment Safeguards Specialists - (3 pm International and 60 pm National)

103. The **International Environmental Safeguarding Specialist (IESS)** will be engaged at the start of Project implementation. The IESS will develop a number of critical tools that will be used during Project implementation to ensure its compliance with the environmental safeguarding requirements of ADB and Government. Concurrently with the International Environmental Safeguarding Specialist, a National Environmental Safeguarding Specialist - Infrastructure (NESS-I) will be engaged for one person-month to provide support with the development of the environmental safeguarding guidelines and to facilitate consultations. The IESS will have secondary qualifications and/or experience in forestry. Specifically, the IESS, in collaboration with the NESS-I, the National Environmental Safeguarding Specialist (NESS), other Project staff, implementing partners and stakeholders, will undertake:

- (i) Update the EARF as required;
- (ii) Develop detailed environmental safeguarding guidelines for project implementation and the identification and design of subprojects tailored to the different implementing partners. Particular focus will be given to the technical aspects of the forestry activities, activities located inside protected areas, and small-scale infrastructure subprojects (the latter with specific inputs from the NESS-I);
- (iii) Develop screening checklists for subprojects and guidance material on their use;
- (iv) Develop an appropriate monitoring schedule in function of the subprojects identified;
- (v) Train the NESS in applying the EARF and familiarise the NESS with ADB environmental safeguarding procedures and requirements, including reporting.

104. The **National Environmental Safeguarding Specialist - Infrastructure (NESS-I)** will be engaged at the start of Project implementation. The NESS-I will work closely with the International Environmental Safeguarding Specialist (IESS) to develop a number of critical tools that will be used during Project implementation to ensure its compliance with the environmental safeguarding requirements of ADB and Government. The NESS-I will have secondary qualifications and/or experience in small-scale rural infrastructure development and design. Specifically, the NESS-I, in collaboration with the IESS, the National Environmental Safeguarding Specialist (NESS), other Project staff, implementing partners and stakeholders, will undertake:

- (i) Collaborate with the IESS to update the EARF as required;
- (ii) Support the IESS to develop detailed environmental safeguarding guidelines for project implementation and the identification and design of subprojects tailored to the different implementing partners. Particular focus will be given to the technical aspects of the forestry activities, activities located inside protected areas, and small-scale infrastructure subprojects;
- (iii) Provide specific inputs with respect to small-scale infrastructure subprojects for detailed environmental safeguarding guidelines as mentioned in (ii);
- (iv) Support the IESS to develop screening checklists for subprojects and guidance material on their use;
- (v) Support the IESS to develop an appropriate monitoring schedule in function of the subprojects identified;

105. The **National Environmental Safeguarding Specialist (NESS)** will ensure that the Project is implemented in accordance with the environmental safeguarding requirements of ADB and the Government. The NESS will be attached to the office for coordination among provinces (based at the PPMU levels) The NESS will coordinate and facilitate all related monitoring and reporting activities. Specifically, the NESS, in collaboration with other the International Environmental Safeguarding Specialist (IESS), the National Environmental Safeguarding Specialist - Infrastructure, Project staff, implementing partners and stakeholders, will undertake:

- (i) Assist the Provincial Project Management Units (PPMU) to comply with the ADB and Government environmental safeguarding requirements;
- (ii) Coordinate and facilitate all environmental safeguarding monitoring and reporting activities for the Project; prepare detailed monitoring schedules as well as the final monitoring reports for submission to ADB;
- (iii) Support villages, communes and district-level involved in Project implementation, in particular in the management of the CDF, with meeting the environmental safeguarding requirements for the Project;
- (iv) Assist villages and communes with the integration of the environmental safeguarding guidelines into the CDF operating regulations;
- (v) Liaise on environmental matters with other technical agencies that will provide support services to the provinces;
- (vi) Contribute to developing a detailed monitoring and reporting schedule for the Project in consultation with ADB to ensure that the environmental safeguarding requirements associated with the selected subprojects are effectively met;
- (vii) Be trained by the IESS in applying the EARF and the ADB environmental safeguarding procedures and requirements;

- (viii) Prepare a screening checklist based on the relevant ADB Rapid Environmental Assessment (REA) checklists¹⁷ and the screening list of the Government.
- (ix) Assist the PPMUs with completing the environmental screening lists for all of their subprojects, as well as the CDF managers for their subprojects.
- (x) Carry out a formal screening of the subprojects for environmental impact, both according to ADB environmental safeguarding standards and according to those of the Govt, based on the completed screening checklists
- (xi) Apply the set of environmental safeguarding guidelines that will be developed to all subprojects to ensure that the subprojects are designed in a way that does not alter the environmental classification of the Project in accordance with ADB's environmental safeguarding policy and procedures;
- (xii) Review Project work plans and CDF investment plans for the environmental assessment of the subprojects as they will be finalized during project implementation;
- (xiii) Categorize subprojects as belonging to one of the three environmental categories for ADB projects;
- (xiv) Provide guidance to the PPMU or CDF managers involved for the preparation of Initial Environmental Examinations (IEE) for subprojects requiring an IEE;
- (xv) Prepare the required documentation to report to ADB the outcome of the screening and categorization process, as well as any IEE documentation;
- (xvi) In the case of category C subprojects, notify ADB of the screening findings and the categorization of the subproject;
- (xvii) Provide guidance and support to the PPMU or the CDF managers to prepare the Environmental Impact Assessment (EIA) for subprojects according to GoV requirements;
- (xviii) Provide guidance and support to the PPMU or the CDF managers to prepare and register the written environment protection commitment for subprojects that are required to do so;
- (xix) Keep a detailed record of the public consultation activities and ensure that the public has access to public documents related to the environmental safeguarding process.

d. Agriculture Extension Assistant (180 pm National)

106. Under the overall supervision of the Project Director, Project Team Leader (Forestry / Biodiversity), Deputy Team Leader, and Provincial Agriculture Officers, the Agriculture Extension Assistant(s) will provide technical advice to district and commune agricultural staff aimed at improving the productivity and quality of current agricultural crops and diversifying farming systems in ways that improve livelihoods for the farmers but reduce environmental damage, especially through reducing soil erosion and the need to clear forest. The Assistant will have particular experience of upland farming systems in the GMS and will undertake:

- (i) Undertake a review of current farming practices in the target Communes/villages within the Corridor area, and identify those that are appropriate to the aims and purpose of the project and the local situation in terms of supporting biodiversity and soil and water conservation, and those that are environmentally undesirable through contributing to forest degradation and soil erosion;

¹⁷ Appendix 1, ADB. 2003. *Environmental Assessment Guidelines*. Manila. pp. 109-143.

- (ii) Advise local agricultural staff and farmers on ways to modify environmentally damaging practices that will reduce or avoid environmental damage while improving, or maintaining farmers' income;
- (iii) Assess agroforestry systems suited to the local conditions that are acceptable to local farmers and which will provide sustainable livelihoods in the future;
- (iv) Advise on the establishment of demonstration plots on farmers' land of a range of agroforestry systems that combine multi-purpose trees (fuel, fodder, fruit and other useful products) and NTFPs with annual and perennial crops that will provide sustainable and diversified income;
- (v) Liaise with the business development consultant(s) on the production-market value added chain for existing and potential new agricultural crops that will increase revenues for local farmers.
- (vi) Train Commune/village extension staff in the agricultural and agroforestry systems recommended to ensure that they are fully conversant with all the knowledge and requirements for supporting the farmers.
- (vii) Together with the business development consultant (s) and the Forest plantation and nursery Assistant(s) advise on the micro level income generating projects based on the cultivation of agricultural crops and NTFPs, and advise on, securing funds from CDF and monitoring performance.

e. Forestry Plantation and Nursery Assistant (180 pm National)

107. Under the overall supervision of the Project Director and the Forestry / Biodiversity Specialist (Team Leader) and Deputy Team Leader, the Forest Plantation and Nursery Assistant(s) will provide technical assistance for establishment and operation of nurseries, and on site preparation, establishment and silviculture of forest plantations. The Assistant should have previous experience in seed and seedling production, and plantation establishment of broadleaf and coniferous species indigenous to the eco-regions within the corridor. In particular, the Assistants will undertake:

- (i) Undertake a review of current nursery practices used for production seedlings of locally indigenous species in the Districts within the Corridor and assess the quality of the seedlings produced;
- (ii) Assist the provincial and district foresters and potential local entrepreneurs in the target Communes/Villages, without nurseries to identify suitable sites, taking account of the location where the seedlings will be planted, to establish new small nurseries (output 150,000-200,000 seedlings annually) for production of good quality indigenous species;
- (iii) Advise the province and district foresters and entrepreneurs with the establishment of the nurseries, including selection and procurement of equipment (water pumps, hand tools etc.) and materials (seed, fertiliser, polybags, compost etc.) and training of staff and labour;
- (iv) Advise the provincial and district forestry staff on the selection of appropriate locally indigenous species and identification of suitable seed sources;
- (v) If appropriate, advise on the identification and management of seed stands for collection of high quality seed or a range of locally indigenous species.
- (vi) Prepare guidelines for identification of priority sites for forest restoration at Commune/village level, taking account of the need to improve connectivity and improve biodiversity and soil and water conservation;

- (vii) Conduct training sessions for communities and their forestry supervisors in site selection and plantation establishment and maintenance;
- (viii) Review local practice for site preparation, establishment and silvicultural practices and recommend operational prescriptions for all indigenous species;
- (ix) Provide the districts with prescriptions for reviewing and improving existing nursery manuals;
- (x) Prepare guidelines for nursery operations and prescriptions for both commune/village level and district level nurseries;
- (xi) Prepare guidelines for establishment and maintenance of plantations especially on heavily degraded forest for commune/village forestry supervisors;
- (xii) Undertake random sampling of seedling quality from various nurseries and assist in quality improvement if required.

f. Land-use Planner and GIS Specialist - (6 pm International – from short term unallocated and 48 pm National)

108. Under the supervision of the international Team Leader and in cooperation with the other team members, the **Land use / GIS Specialist (international)** sets up the Project spatial decision support system, and performs spatial analysis and modeling task to support site design, establishment, and monitoring & evaluation of project achievements and impacts. Specifically, the Land use planner's / GIS specialist's work will include, but is not limited to:

- (i) Establish working relationships with national government and non-governmental organizations producing and/or administering spatial datasets relevant to the successful establishment and monitoring of Biodiversity Corridor sites;
- (ii) Supervise the national GIS consultants to collect, process and integrate spatial and statistical data into site-specific, consolidated GIS databases;
- (iii) Perform data needs and quality assessments (geographic datasets, statistical datasets), identify gaps and quality issues, and propose options to fill gaps or improve deficient datasets;
- (iv) Set up a satellite image archive for each site, process the images, and conduct forest cover classifications and change detection analyses that provide project management (districts, provinces and center) with information on a) site integrity (state) and b) land conversion trajectories (trend);
- (v) Supervise the national GIS consultants in conducting field survey/reports to refine / verify accuracy of satellite image interpretation;
- (vi) Develop aggregated vulnerability and land conversion threat maps to support project in geographically prioritizing individual site interventions (short to medium term responses);
- (vii) Develop land demand scenarios from past trends and future development strategies and directives, and translate them into a future land conversion model to support programming of appropriate long term responses;
- (viii) Perform GIS skills assessments and design corresponding GIS conceptual and technical trainings (on-the-job training) for relevant local and national level focal points;
- (ix) Produce 2D and 3D geo-visual materials from the GIS baseline database and the GIS analysis / modelling (usable in the context of land use mapping and landscape planning);
- (x) Develop GIS based land use and landscape presentations and other knowledge products (e.g. fact sheets, posters) to strengthen communication and progress reporting.

109. **National Land Use / GIS Consultant (48 PM):** Under the supervision of the international Land use / GIS Specialist, the national GIS consultant maintains the land use / GIS databases, prepares information for spatial analyses and modeling applications, and delivers RS/GIS training courses in the local language. Specifically, the national land use / GIS Consultant will:

- (i) Review national land use planning frameworks and identify relevant plug in points (institutional, planning tools, etc.) for Biodiversity Corridor interventions;
- (ii) identify and document national GIS data sources and discuss / coordinate with national focal points on how to secure copies of relevant datasets;
- (iii) Collect GIS datasets required for the development of baseline (thematic) maps and configuration of spatial analyses (e.g. threat maps) and modeling tools (e.g. future land conversion);
- (iv) Review spatial and thematic quality of collected datasets and suggest processing steps (or alternative better data sources) to improve overall accuracy;
- (v) Process GIS datasets (conversion, translation, cleanup, documentation) and integrate them into one common BCI GIS database (one for each BCI site);
- (vi) Conduct (GPS-based) field survey/reports as required to refine / verify accuracy of satellite image interpretations and GIS datasets;
- (vii) Facilitate the collection of expert knowledge (legal documents, reports, research papers, expert interviews and questionnaires) and consolidate the findings into a knowledge database that supports the development / configuration of suitability and vulnerability / threat maps and land allocation models;
- (viii) Develop and translate RS/GIS training materials and conduct trainings for national BCI focal authorities;
- (ix) Produce 2D and 3D geo-visual materials as advised by the GIS Specialist;
- (x) Support the GIS Specialist in other tasks that might be required.

f. Procurement Specialist - (6 pm National)

110. Under the guidance of the National Project Director and the ADB Project Officer, the national procurement specialist will:

- (i) Setup the procurement system following the guidelines of the ADB and relevant government provisions for the procurement of goods and services.
- (ii) Assist the project for the preparation of detailed specifications and tender documents for the procurement of goods and services including local shopping, National Competitive Bidding or International Competitive Bidding, community services contracts;
- (iii) Set up a procurement and contract management system for the project to handle all local competitive bidding and local shopping procurements of goods and civil works undertaken by the implementing authorities and for provinces and districts to handle service contracts with communities;
- (iv) Establish a system of block grants and service contracts or seed capital disbursement to communities for services and investments;
- (v) Assist Project Director in recruiting prequalified institutions, commercial organizations, NGOs or private individuals to provide services for developing proposed subprojects into feasibility studies for consideration for project funding.
- (vi) Assist the Project Director in all procedures relating to procurement of equipment and vehicles in accordance with the methods to be used for the purchase of

supplies for the Project, ensuring that both Asian Development Bank (ADB) and Government requirements are followed.

- (vii) Provide on the job training in procurement and contract management to the procurement officer at national and provincial levels and other concerned staff.

g. Unallocated Specialists short term (14 pm International and 39 pm National)

111. This item is intended to provide resources for as yet unidentified areas of technical expertise or to procure services of for instance an international GIS specialist as and when needed for the implementation of the proposed Project. Detailed TORs are to be developed by the CPCU with the support of the grant implementation consultants.

VII. SAFEGUARDS

112. The primary focus of the Project is to maintain and restore forest ecosystems that provide critical services benefiting local livelihoods and downstream users. This will be achieved largely through establishment of a landscape approach that allows for multiple use zones, reforestation of degraded areas, livelihoods improvements and small scale income enhancing infrastructure as incentives for beneficiaries. Potential sample subprojects have been pre-screened to ensure conformity with project criteria which include strict adherence to safeguard regulations of the ADB and the Government of Cambodia, including environmental and social impact on the population in general and on vulnerable groups in particular. Criteria for selection of subprojects virtually eliminated subprojects with potential significant impact on environment, and resettlement and land compensation matters. Consideration was also given during the subproject selection process to ensure that women and vulnerable groups as well as indigenous peoples would derive significant benefits from the selected subprojects and that any potential negative impact could be mitigated.

A. Resettlement

113. The Project investments are geared towards institutionalization of provincial and local instruments that will rationalize and minimize land use conflicts by (i) reducing dependence on forests through generation of alternative livelihood opportunities; (ii) enhancing ecosystem service flows and benefits (e.g. water discharge, climate regulation, NTFPs); and (iii) harmonizing land use regimes and communities use rights over natural resources by strengthening access and tenurial rights. It promotes livelihood support interventions (i.e., access to secure land tenure, community forestry, plantations, local primary processing of wood and nonwood products, ecological farming and ecotourism). BCI aims at providing incentives, funding, and technical assistance enabling local people to grow trees of their choice in their homestead plantations and community forests for subsistence needs as well as for fuelwood consumption and construction. Small loan schemes for micro and small enterprises are to be encouraged for local (wood and nonwood) primary processing to emerge or existing ones to become vibrant. The establishment of management regimes in the corridors shall create jobs for local people.

114. Examples of livelihood improvement activities generated through commune consultations are: funding mechanism like the CDF, agroforestry support, carry out forest restoration and support for improving and marketing their traditional handicraft products. Rural infrastructure is limited to the rehabilitation of rural (farm-to-market) roads and community water supply systems, latrines etc. These subprojects will not entail land acquisition as existing right-of-way will be observed. Subproject selection criteria have taken into account the primary concerns of the ADB-SPS and the engagement of stakeholders to consultation and participation for broad community support will be upheld.

115. **Anticipated Involuntary Resettlement.** 22 communes within the provinces of Koh Kong and Monduliri in Cambodia are covered by the proposed project. Social assessment was conducted in 10 sample communes in June 2010. No resettlement or physical displacement is expected because the small-scale infrastructure subprojects (community water systems, access roads) will be improved along existing rights of way, following existing alignments or based on priorities selected by beneficiaries as agreed in participatory, multistakeholder consultations at project start with voluntary contribution and commitment of beneficiaries in-kind (labor, materials, land, right of way etc). A Resettlement Framework has been prepared and mitigating measures have been incorporated in subproject selection criteria, which categorically stipulates that no physical and economic displacement will transpire. Local stakeholders will be actively engaged during consultation to ensure participation for broad community support. The ADB-SPS on Involuntary Resettlement does not apply to negotiated settlements even if among the stakeholders,

unless expropriation would result upon the failure of negotiations. Thus, consultation processes, policies, and laws that are applicable to such transactions, third-party validation, mechanisms for calculating the replacement costs of land and other assets affected, and record-keeping requirements will be in line with the RF. There may be limited, temporary and reversible project impacts as follows:

- (i) Temporary loss of assets/ disturbance. Temporary loss of small areas of land due to rehabilitation/ construction works, in addition to loss of crops, trees and structures, may occur, although not expected to cause severe impacts since rehabilitation works will be carried out within existing right-of-way. Examples of disturbance may take the form of (a) removal of vegetation and disturbance to wildlife, (b) dust suspension due to construction works, and (c) depending on the final design, emissions of obnoxious gas and particulates from vehicles/heavy equipment and/or generator sets.
- (ii) Social exclusion/elite capture. Protocols in a number of ethnic minority communities require that project entry require prior approval of the commune/ district chiefs and other such designated entities. This includes how benefits are distributed, which have to be coursed through these parties. While such protocols are imperative for project entry and ultimate acceptability the project has to take stock of dynamics that may limit flow of information and deter equitable benefit distribution especially with the vulnerable population.

116. **Rationale for a RF.** Based on the social assessment, BCI-II is classified as category B as it includes involuntary resettlement impacts that are not deemed significant compared to category A¹⁸ inasmuch as the project design has built in mechanisms that already address impacts that are both positive and negative. Furthermore, buy-ins are at this stage subject to consultation and agreed upon decisions during implementation of Components 1 and 2 where land use planning is processed to determine feasible locations and designs for subprojects.

B. Environmental Impact

117. The Project will generate overwhelmingly positive environmental impacts. Biodiversity conservation in the Project area is of global significance and will support several critically endangered species through the conservation and restoration of habitats essential to their survival.

118. Some of the Project activities have a potential for generating localised, manageable negative environmental impacts. These have been identified, as well as the measures to prevent or mitigate such impacts. The Project takes a sector-like approach to a number of its activities, whereby exact locations and type of activity will be determined during Project implementation by the local implementation partners within the geographical boundaries and according to the Project objectives. The Project has been designed to take environmental considerations into account for subprojects as and when they are being formulated. A framework for environmental safeguarding of subprojects has been developed and will be applied.

119. The Project activities that have the potential of causing negative environmental impacts include the forestry activities, the support to livelihoods development and improvement, the small-scale infrastructure development, and the activities supported by the commune development funds. Identification and design of all of these activities will be finalized during Project implementation. All Project activities that will be defined during

¹⁸ Category A subprojects entail significant adverse social impacts if 200 or more persons will experience major impacts, which are defined as (i) being physical displaced from housing, or (ii) losing 10% or more of their productive assets (income generating).

implementation will be subject to review for environmental impact during the planning stage, and further if and as required during detailed design, construction and operation. The design, location and other characteristics of the subprojects will be amended to minimize any negative environmental impact. The activities will cover the costs for required environmental monitoring and mitigation measures. Proposed subprojects with significant environmental impacts that might alter the environmental classification of the Project are not admissible. In addition to subproject-specific monitoring, there will be regular monitoring of the overall environmental performance of the Project as a whole, in line with the ADB environmental safeguarding requirements. Subprojects will comply with the prevailing environmental safeguarding regulations of Cambodia.

120. The Project is classified as an Environmental Safeguarding Category B project in accordance with the ADB Safeguard Policy and Environmental Assessment Guidelines¹⁹. Significant environmental impacts warranting and Environmental Impact Assessment are unlikely.

C. Indigenous Peoples Development Framework

121. Indigenous peoples are found in Monduliri and these are mainly from the Mon Khmer language group: (i) Phnong, (ii) Kreung, (iii) J'arai, (iv) Kroal, (v) Thmon, (vi) Kuoy, and (vi) Tumpuon. The Phnong is the largest indigenous group in Monduliri. Provincial statistics in 2008 number this community at 29,382, which represent 52% of the total provincial population. There are small concentrations of settlements of Stieng and Kraol indigenous groups in other parts of the province. The Khmer is the second largest ethnic group, comprising 34% of the population, followed by the Cham at 7%. The rest of the population is comprised of other ethnic and indigenous groups, such as Kampuchea Krom, Vietnamese, Lao, Kreung, J'arai, Kroal, Thmon, Kuoy and Tumpuon. The Khmer population in the province has been growing steadily as early as 1998. Recognition and certification of lands among the indigenous peoples are ongoing with the issuance of the 2009 Sub-Decree on Procedures of Registration of Lands of Indigenous Communities.

122. An estimated implementation are key project strategies. The Project investments are geared towards institutionalization of provincial and local instruments that will rationalize land use planning by (i) reducing dependence on forests through generation of alternative livelihood opportunities; (ii) enhancing ecosystem service flows and benefits (e.g. water discharge, climate regulation, NTFPs); and (iii) harmonizing land use regimes and communities use rights over natural resources by strengthening access and tenurial rights. It promotes livelihood support interventions (i.e., access to secure land tenure, community forestry, plantations, local primary processing of wood and nonwood products, ecological farming and ecotourism). BCI aims at providing incentives, funding, and technical assistance enabling local people to grow trees of their choice in their homestead plantations and community forests for subsistence needs as well as for fuelwood consumption and construction. Small loan schemes for micro and small enterprises are to be encouraged for local (wood and nonwood) primary processing to emerge or existing ones to become vibrant. The establishment of management regimes in the corridors shall create jobs for local people. The Project will facilitate the provision of tenurial security to indigenous peoples.

123. There are limited, temporary and reversible project impacts as well as a number of adverse social impacts, largely due to external forces. Those that are project-based are:

- (i) Temporary loss of assets/ disturbance. Temporary loss of small areas of land due to rehabilitation/ construction works, in addition to loss of crops, trees and structures, may occur, although not expected to cause severe impacts since rehabilitation works will be carried out within existing right-of-way. Examples

¹⁹ ADB. 2009. *Safeguard Policy Statement*. Manila. ADB. 2003. *Environmental Assessment Guidelines*. Manila.

of disturbance may take the form of (a) removal of vegetation and disturbance to wildlife, (b) dust suspension due to construction works, and (c) depending on the final design, emissions of obnoxious gas and particulates from vehicles/heavy equipment and/or generator sets.

- (ii) Social exclusion/elite capture. Protocols in a number of indigenous peoples communities require that project entry require prior approval of the commune/district chiefs and other such designated entities. This includes how benefits are distributed, which have to be coursed through these parties. While such protocols are imperative for project entry and ultimate acceptability the project has to take stock of dynamics that may limit flow of information and deter equitable benefit distribution especially with the vulnerable population.

124. Impacts brought about by external factors due to project benefits are:

- (i) Encroachment due to improved access. With the rehabilitation of rural infrastructure, there is potential for increasing access to conservation sites especially along the borders by outsiders or those not belonging to the same ethnic group within a BCI-II-assisted area aggravating current resource use competition. The project empowers communities in the project area to conduct law enforcement patrols and establish their ancestral rights to land through securing land and forest use certificates;
- (ii) Increase in value of land in project sites. Investments coming into the project area need to be channeled into zones where such investments will benefit local communities; the project aims to mitigate external pressure on land by strengthening rights of indigenous peoples under existing legal system.

125. **Social Impact Assessment.** Qualified and experienced experts will be contracted to conduct a full social impact assessment (SIA) in a gender-sensitive manner in consultation with indigenous peoples. The SIA will (i) update the baseline socioeconomic profile of indigenous peoples in the project area and the project impact zone; (ii) assess access and opportunities to avail of basic social and economic services, (iii) determine the short- and long-term, direct and indirect, and positive and negative impacts of the project on each group's social, cultural, and economic status, (iv) assess and validate which indigenous groups will trigger the SPS principles, and (v) assess subsequent approaches and resource requirements for addressing the various concerns and issues of projects that affect them. An IPDP in conjunction with the subproject feasibility study will be prepared if impacts on IPs are established.

126. **IP Plan.** Qualified and experienced experts will similarly prepare the IPDP through meaningful consultation with affected indigenous peoples to ensure that affected IPs will receive culturally appropriate social and economic benefits and that when potential adverse impacts on them are identified, these will be avoided to the maximum extent possible. When avoidance is deemed impossible, the IPDP will identify measures to minimize, mitigate, and compensate for adverse impacts. If IPs will be the majority of direct project beneficiaries, and when only positive impacts are identified, elements of an IPDP may be included in the overall project design in lieu of preparing a separate IPDP. The IPDP will establish requirements for meaningful consultation and how benefit sharing are fulfilled and integrated into the project design.

127. An updated IPDF may be necessary to reflect mitigating measures to avoid adverse impacts on indigenous peoples as well as measures to enhance culturally appropriate development benefits following the completion of detailed engineering design and detailed measurement survey/reports. These may be adjusted, but agreed outcomes as specified in this IPDF will not be lowered or minimized. If new groups of IPs are identified prior to submission of the final IPDP to ADB, meaningful consultation will likewise be undertaken with them.

VIII. GENDER AND SOCIAL DIMENSIONS

128. The project will largely benefit women mostly by addressing release time and/or reduction of time spent on other household reproductive activities, i.e., water collection and marketing. Time saved can be spent on other priorities women have for themselves as well as their families. Provisions will be made to the men to reduce out migration.

129. Women, as nurturers of families, will further benefit as health, hygiene, and reduced scale of calamities (climate change and REDD) that affect families/households are directly and indirectly attended to by the Project implementation.

130. The implementation arrangements and estimated costs of the gender strategy are incorporated in the overall arrangements and total budget of the project as included in capacity building and participation to the consultation and participation processes across levels (national, province, district, communes and communes). Similarly, the menu of livelihood options and technical assistance extended (i.e., on climate change, REDD, early warning devices, etc) shall provide for support activities and instructional materials that are sensitive to the needs of women.

131. The CPCU and specifically the PPMU will implement the gender strategy. Representatives from the Women's Union, and Indigenous Peoples Organization specifically from the provincial level down to the communes will play important roles in facilitating the participation of women in project activities.

132. A national social safeguards specialist will assist in the development of implementation guidelines for the gender strategy crafted for each commune/commune. Gender-disaggregated indicators for project performance monitoring and evaluation will be identified with the implementing units. Protocols in coordination with other specialists as regards subproject implementation and feasibility studies preparation will be defined. Midterm review missions will be scheduled to identify and eventually document lessons learned and best practices and make adjustments as the need arises.

133. Despite BCI-II being a biodiversity and conservation project, opportunities abound and are built into the project design that ensure delivery of tangible benefits to women by improving their access to social services, and/or economic and financial resources and opportunities, and/or basic rural and urban infrastructure, and/or enhancing voices and rights, which contribute to gender equality and women's empowerment. ***The Project is categorized as an Effective Gender Mainstreaming Project.***

134. With reference to the ADB Gender Guidelines of March 2010, a Gender Action Plan (GAP) is prepared, details of which are stipulated based on findings from the Social Assessment using the Asian Development Bank (ADB) Handbook for Social Assessment, in close consultation with women stakeholders of Cambodia.

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION

a. Project Design and Monitoring Framework

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Climate resilient sustainable forest ecosystems benefiting local livelihoods</p>	<ul style="list-style-type: none"> • By 2022, 5,600 ha restored and additional 3,000 ha leveraged under REDD+ for climate change mitigation compared to baseline 2007, updated 2011; • By 2022, approximately 2600 hh with diversified livelihood assets and/or income generating opportunities • By 2022, approximately 1million labor days worth of employment generated through project related conservation work and cash transfers for participatory restoration activities • By 2018, evidence from forest sample plots and biodiversity assessments is available to establish baseline of climate change impacts on key flora in the biodiversity corridor and assessment of species change and resilience 	<ul style="list-style-type: none"> • MAFF updates on forest cover, carbon emissions and biodiversity trends • Provincial cadastral survey/reports • Household and commune socio-economic survey/reports • National Statistical office reports; • Reports by RGOC to GMS Summits and Environment Ministers' Meetings • Government circulars and implementation guidelines 	<p>Assumptions</p> <ul style="list-style-type: none"> • Climate change adaptation and mitigation activities receive additional / incremental funding • Biodiversity Corridor regulatory framework is adhered to by planning and decision-makers at central and provincial levels • Population growth is stable and in-migration into biodiversity corridor areas can be regulated <p>Risks</p> <ul style="list-style-type: none"> • Sudden influx of climate change refugees • Ad hoc development investment decisions override long term environmental / biodiversity corridor plans and programs
<p>Outcome Sustainably managed biodiversity corridors in Cambodia</p>	<ul style="list-style-type: none"> • By 2018, management plans and Biodiversity Corridor policy with legal framework in place covering around 700,000 ha of forest and non-forest land in 22 Communes of Koh Kong and Mondulkiri provinces in Cambodia; • By 2018, Biodiversity Conservation Corridors (BC) mapped and demarcated with cross-border arrangements entered into for maintenance and protection; • By 2018, BC regulatory framework and management regime with financing in place for maintaining ecosystem services • By 2018, increase in income and/or assets for target households by 40% in CAM compared to 2011; • By 2018, at least 30% of the commune/village level corridor management committee members are women. 	<ul style="list-style-type: none"> • National Databases of MAFF/FA & MOE; • MoU between CAM & Viet Nam and CAM and Lao PDR regarding management of Biodiversity Corridor zones in cross border areas • Text of Biodiversity Corridor Decree or regulatory instrument • Household and commune Socio-economic survey/reports • Performance monitoring survey/reports; • Project MIS 	<p>Assumptions</p> <ul style="list-style-type: none"> • Provincial governors and Central RGOC commit to declaring & establishing a GMS Biodiversity Corridor area & enforce regulations • Timely approval of management plans and funds by CPCU to PPMU <p>Risks</p> <ul style="list-style-type: none"> • Other external DFIs negatively affect current and planned BCI activities in the corridors

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Outputs</p> <p>1. Institutions and communities strengthened for biodiversity corridor management</p> <p>2. Biodiversity corridors restored, protected, and maintained</p> <p>3. Livelihood improvement and small-scale infrastructure support in target communes</p>	<ul style="list-style-type: none"> • By 2012, zoning of 700,000 ha of Biodiversity Corridor; • By 2013, Participatory Landuse Plans (PLUP) and Commune Investment Profiles/Plans (CIP) updated in 22 communes covering 8 districts in 2 provinces; • By 2014, 240 km of demarcation completed • By 2014, all 22 communes receive Collective Forest Land (Management) Certificate for commune forest groups; • 500 central level, 1,060 provincial, 800 district, 1100 commune level persons trained in project activities • From the trained persons, at least 40% are female with a large portion from indigenous people's groups • By end 2011, effective patrolling of forest areas established in 22 communes by commune based patrolling units in protecting on average 5,000ha/commune covering over 110,000 ha of the biodiversity corridor; • By 2016, about 5,600 ha of natural forest land rehabilitated through forest restoration, enrichment planting, non-timber forest product and agroforestry planting using mainly native species and maintained over and beyond the project period; • Restoration activities include labor input provided by women on cash basis, improving household income • By 2015, at least 1,150 hh and over 1,150 rural farmers receive cash and technical support to improve agricultural productivity and income from home gardens, agriculture / animal production; almost 90% of home gardens will be managed by women; at least 500 ha of forest based livelihood plantations (production forest); • By 2015, enhanced accessibility to water, production, markets, and 	<ul style="list-style-type: none"> • Corridor maps approved by Provincial Govt and MAFF/FA & MOE • LUPs with maps for 22 Communes • Commune Profiles & Investment Plans • Demarcation maps • Land Use Certificates • CPCU Reports • Provincial and district economic survey statistics • Reports of Forest protection department on illegal activities • Performance monitoring survey/reports • CPCU reports • Provincial and district economic survey reports • Provincial revenue reports • Provincial business and enterprise statistics • Performance monitoring survey/reports • CPCU/PPMU Reports 	<p>Assumptions</p> <ul style="list-style-type: none"> • Sector development plans in CAM remain conducive to promotion and consolidation of biodiversity corridor / landscape approaches • Sufficiently qualified national consultants can be identified and engaged <p>Risks</p> <ul style="list-style-type: none"> • Other developmental activities (commercial plantations, mining, settlements, roads etc) create further fragmentation of forest ecosystem and hamper landscape approaches • Political security and peace in border is disturbed

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>4. Project management and support services</p>	<p>services with capacity building in O&M and business models (ecotourism, NTFP, and agro-processing) in 22 communes;</p> <ul style="list-style-type: none"> • At least 30% of CDF management committee comprises female members; • At least 30% of CDF investments targeted at livelihood activities (micro-credit borrowers) prepared and submitted by community womenfolk. • By 2015, investments in livelihood improvements and small-scale infrastructure completed; • By 2015, selected hh in 22 communes have access to renewable energy technologies (biogas, solar, etc.); • By 2015, anticipated climate change impacts on infrastructure documented and integrated into provincial level planning and adaptation costs and investment needs identified • By March 2011, CPCU in MOE & MAFF/FA and PPMU in Koh Kong and Mondulkiri are operational; at least 20% of project staff are female • By June 2011, all advance actions re procurement of vehicles, equipment and consultants completed; • By August, first tranche of grant received in imprest accounts • By 2012, around 200 officials and project staff will be trained on procurement, management, financial controls, monitoring and report • Timely half yearly (June/Dec) technical and financial reports produced in KHR and ENG by CPCU • Project Performance and Monitoring System established by early 2012 • Timely submission of financial liquidation and withdrawal applications • By 2017, Operational Guidelines / manuals circulated on biodiversity corridors management and best practices 	<ul style="list-style-type: none"> • CPCU Reports • Mid term evaluation • Performance monitoring survey/reports • Grant disbursement reports 	

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
Activities			A. ADB
1.1. Strengthen policy framework for biodiversity corridor establishment and implementation			1. Civil Works:
1.2. Raise awareness and build technical capacity to replicate model of biodiversity corridors			a. small scale infra \$3,343.7
1.3. Participate in GMS transboundary and Subregional Biodiversity Corridor activities and establish cross-border cooperation framework on forest ecosystem and biodiversity corridor management			2. Goods & Services 6,730.2
1.4. Strengthen capacity on landuse planning, zoning, demarcation across landscapes			3. Vehicles & Equipment
1.5. Strengthen the capacity of district officials and key provincial level staff involved in corridor and protected areas management			a. Vehicles 447.0
1.6. Update database on forest resources, landuse and integrating with other information on agriculture, water, mining etc.			b. Equipment 433.1
1.7. Strengthen capacity for managing commune development (revolving) funds (CDF)			4. Project Impl. 1,313.3
1.8. Strengthen the capacity of communes to manage and protect forest and natural resources in the corridors and move toward effective community-based natural resource management (with co-management of some parts of the PAs/protected forests)			5. Consulting Services
1.9. Zone and map at provincial level biodiversity corridor delineation and demarcation			a. Local contract 1,392.7
1.10. Secure recognition of biodiversity corridors through provincial level policy and regulations/decisions/decrees and implement management plans			b. International: 1,538.0
			6. Training & Others 924.7
			7. Livelihood Inputs 795.3
			8. Govt Expenses 2,083.9
			Subtotal - A \$19,000.0
			B. Government Contribution
			\$1,406.8
			C. Beneficiary Contribution
			In-kind and O&M \$500.0
			Total A+B+C \$20,906.8
2.1. Undertake participatory demarcation and delineation of forest/conservation corridor areas from commune areas			
2.2. Identify and undertake landscape connectivity in key fragmentation points through targeted reforestation/ enrichment planting, gap filling or natural regeneration			
2.3. Identify benefit sharing schemes for forest and watershed protection			
2.4. Identify bare/scrub land available close to communes/clusters for forest plantations, NTFP domestication and supply of timber for value addition			
2.5. Conduct sustainable forest management planning in collaboration with on-going government plans/programs			
3.1. Update commune/village level data on socio-economic status and poverty mapping/monitoring			
3.2. Provide support to promoting agriculture/agroforestry based livelihood improvements			
3.3. Explore possibilities of improving market information services using mobile IT technology and private sector services in the communes or through local associations in the biodiversity corridor area			
3.4. Provide seed capital for Commune Development Funds			
3.5. Provide investment support to prioritized small scale infrastructure			
3.6. Build/improve O&M capacity for maintaining infrastructure			
3.7. Review and develop plans for climate proofing local infrastructure (roads, bridges, schools) and seek funding to implement infrastructure adaptation in priority areas			
3.8. Map household vulnerability and livelihood options impacted by climate change and prepare for managing disasters and improving coping strategies			
4.1. Establish Central and Provincial Project Management Unit			
4.2. Establish financial accounts and internal audit controls			
4.3. Open project accounts, secure monthly statements			
4.4. Recruit support staff and consultants			
4.5. Draw up annual and six monthly workplans, personnel scheduling, budgets and procurement plans and seek approvals			
4.6. Procure goods and services applying procurement rules as laid out in PAM			
4.7. Guide and oversee implementation			
4.8. Conduct survey/reports and studies to enhance and support project implementation			
4.9. Monitor project implementation			
4.10. Prepare Statement of Expenditure and liquidation documents and			
4.11. Submit six monthly financial and technical reports.			

ADB = Asian Development Bank; CPCU = Central Project Coordination Unit; FA = Forestry Administration; MAFF = Ministry of Agriculture, Forestry and Fisheries; MOE = Ministry of Environment; O&M = operations and maintenance; PA = protected area; PAM = project administration manual; and PPMU = Provincial Project management Unit.

Source: ADB estimates.

b. Monitoring

i. Project performance monitoring

135. A PBME system will be developed and implemented by the CPCU with assistance from the GIC. The PBME will collect information at subproject level to identify the current socio-economic conditions of target beneficiaries and to assess the impact of the subprojects. The PBME will be based on measurable inputs, outputs and outcomes to be collected during baseline survey/reports and throughout project implementation.

136. The Project will also provide support for the development and operational support for a national level Monitoring and Evaluation within MOE/GDANCP and MAFF/FA. This will comprise technical support to the design of a project monitoring and information system, equipment and networking facilities to link with the participating provinces / districts, and training in planning and performance monitoring.

ii. Compliance monitoring:

137. The Government and MAFF have agreed with ADB on certain covenants for the proposed Project, which are set forth in the grant and project agreements including the following:

- (i) Only subprojects that have been pre-screened either during preparation or by an approved specialist and subsequently approved by ADB shall be financed by ADB grant funds;
- (ii) The Government will ensure that adequate funds are allocated for the periodic maintenance of infrastructure developed under the Project through provincial budgets to maintain the infrastructure in functional order; and
- (iii) The Government will also ensure that a grievance mechanism is established for affected people in the participating districts.

138. ADB will monitor compliance with those covenants throughout project effectiveness and implementation via regular review missions, quarterly progress reports submitted by the CPCU, and review of project accounts and procurement procedures.

i. Safeguards monitoring:

139. The Project will support the recruitment of Safeguard Monitoring entities from domestic universities and institutes, to ensure that all recommendations and mitigation measures under the EMPs, the IPPs, and the RPs, of each subproject are being implemented in accordance to the plans.

ii. Gender and social dimensions monitoring²⁰

140. All data, will be disaggregated by sex and age, urban and rural women, and women of indigenous origin. Routine monitoring by the safeguard monitoring entities to be recruited under the Project will focus on assessing progress and compliance with GAPs, identifying constraints and developing remedial actions to effectively address these. Monitoring results will be part of

²⁰ADB's *Handbook on Social Analysis: A Working Document*, is available at: <http://www.adb.org/Documents/Handbooks/social-analysis/default.asp>, *Staff Guide to Consultation and Participation*: <http://www.adb.org/participation/toolkit-staff-guide.asp>, and, *CSO Sourcebook: A Staff Guide to Cooperation with Civil Society Organizations*: <http://www.adb.org/Documents/Books/CSO-Staff-Guide/default.asp>

the six monthly progress reports and assessment / evaluations of the GAP will be an essential element of all reviews.

b. Evaluation

141. ADB will conduct regular (at least twice per year) reviews throughout project implementation to assess implementation performance and achievement of project outcomes and objectives, examine financial progress, and identify issues and constraints affecting the Project and work out time-bound action plans for their resolution.

142. A Midterm Review will also be undertaken within 30 months of loan effectiveness. This review will include a comprehensive evaluation of project implementation arrangements, detailed evaluation of the scope and implementation process and progress of subprojects, feedback from the PBME, performance of consultants, capacity building progress, and possible reallocation of loan proceeds. During this more significant review, the impact from the pro-poor initiatives linked to infrastructure development will be assessed as will the allocation by local administrations for the maintenance of the infrastructure developed under the Project. Remedial action will be instituted as required.

143. Within 6 months of physical completion of the Project, ADB will conduct a project completion mission to carry out a preliminary assessment of the success of the Project to achieve its physical, and socio-economic developmental objectives, as well as to review compliance with ADB requirements and loan covenants.

c. Reporting

141. The CPCUs will prepare (i) quarterly progress reports in a format consistent with ADB's project performance reporting system; (ii) annual reports including (a) progress achieved by output as measured through the indicator's performance targets, (b) key implementation issues and solutions; (c) updated procurement plan and (d) updated implementation plan for next 12 months; and (iii) a project completion report within 6 months of physical completion of the Project. The GIC will consolidate the reports for onward submission to MEF and ADB. To ensure projects continue to be both viable and sustainable, project accounts and the executing agency AFSs, together with the associated auditor's report, should be adequately reviewed.

d. Stakeholder Communication Strategy

i. Consultation

144. Project preparation has been conducted with stakeholder agencies in the Government of Cambodia at national, provincial and district levels including MOE, MAFF, Ministries of Planning, Tourism, Public Works and Transport etc. Consultations have also been held with associations and mass organizations, which have responsibility for indigenous peoples. A limited number of meetings have been conducted with commune-based organizations focusing on their needs and issues. Requirements for ensuring appropriate levels of consultation for subproject proposal preparation have been developed.

145. Initial subproject proposal preparation includes consultation requirements involving documented evidence of inclusive consultation with all communities in the subproject catchment area and participant information on numbers of women and men by ethnic grouping. Subproject

socio-economic / gender survey/reports that identify vulnerable groups to provide basis for specific consultation and participation mechanisms will be followed during implementation.

146. During the Project implementation, the process of consultation will continue throughout the feasibility study and detailed design phase of each subproject to afford community groups the opportunity to voice their views on how the subproject is to be designed, implemented and operated. In addition, associated initiatives will be built into the design of each subproject to enhance the impact from and sustainability of investments in rural infrastructure. These associated initiatives will be identified in a participatory manner from a menu of options developed with the respective stakeholders and beneficiaries and will strengthen community-based organizations such as user groups, the women's unions, commune councils, producers and marketing groups.

ii. Participation

147. It is anticipated that the community will be mobilized in a number of different ways during subproject design, implementation and operation. During subproject design and preparation stages community participation will consist primarily of their contribution through the consultation process.

148. During the implementation phase, significant opportunities are available for active participation, particularly for poor household to benefit from the subproject through provision of wage labor to the contractors. This will be encouraged through the bidding documents which will request the contractors to investigate this option, whenever possible.

149. The community will also be required to participate in the O&M of the completed infrastructure whenever possible through provision of labor or in some cases funds.

f. Awareness

150. Experience has demonstrated the importance of community participation in achieving sustainable development including appropriate and well-designed projects. To ensure adequate participation of the community, it must first be well-informed and there must be adequate opportunities for everyone to participate if they wish.

151. Information about the Project and the subprojects in particular, including the objectives, potential environmental impact, implementation arrangements, resettlement and compensation matters, gender issues, issues of concerns for ethnic minorities will be provided to beneficiaries. Information will be provided through commune meetings, pamphlets, and other announcements in both Local language and the language(s) of the communities whenever appropriate. The community will be fully informed of issues such as their right to participate in this subproject and to be compensated for any loss of property including productive land and / or assets as well as gender equity and other relevant policies. Separate meetings and discussions will be arranged with the people who are directly affected by land acquisition and/or resettlement issues. The community and particularly the affected households will be provided with detailed guidance and procedures regarding resettlement and compensation.

X. ANTICORRUPTION POLICY

152. ADB's *Anticorruption Policy* (1998, as amended to date) was explained to and discussed with MAFF, FA and MOE. Consistent with its commitment to good governance, accountability, and transparency ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the Project.²¹ All contracts financed by ADB shall include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency and all Project contractors, suppliers, consultants and other service providers. Individuals/entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the Project.²²

153. To support these efforts, relevant provisions of ADB's *Anticorruption Policy* are included in the loan regulations and the bidding documents for the Project. In particular, all contracts financed by ADB in connection with the Project shall include provisions specifying the right of ADB to audit and examine the records and accounts of MAFF/FA, CPCU, PPMU, and District teams (if any), as well as all contractors, suppliers, consultants, and other service providers as they relate to the Project. Individuals/ entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the Project.²³ The project design and implementation arrangements provide for mitigation of corruption risks. Risks associated with project management, including procurement and disbursement, will be mitigated by the engagement of GIC to advise and assist in the procurement of goods and services, and the engagement of other consultants. The Project will also establish a website in which it will disclose implementation progress; bid notifications and their results; and provide grievance mechanism against any corrupt practice. References on ADB's Anticorruption Policy can be accessed through the following link: <http://www.adb.org/Integrity/>.

²¹ Available at: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

²² ADB's Integrity Office web site is available at: <http://www.adb.org/integrity/unit.asp>

²³ ADB's Integrity Office web site is available at: <http://www.adb.org/integrity/unit.asp>

XI. ACCOUNTABILITY MECHANISM

154. People who are, or may in the future be, adversely affected by the Project may address complaints to ADB, or request the review of ADB's compliance under the Accountability Mechanism.²⁴

²⁴ For further information see: <http://compliance.adb.org/>.

XII. RECORD OF PAM CHANGES

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

Project Readiness Filter
As of Fact-finding Stage (October 2010)

	Key Project Preparation Elements	Stage of Project Preparation			Within 1 month of effectiveness
		Identification/ preparation/fact-finding	Negotiations	Effectiveness Condition	
1.	Project is within RGC's priority in the National Strategic Development Plan Update (2009-2013)	Confirmed			
2.	Project Administration Manual (PAM)	Draft prepared and shared; will be revised by 5 October 2010	Completed and agreed		
3.	Environment Impact Assessment, Social Impact Assessment, Land Acquisition & Resettlement Plan and Indigenous People Action Plan (where applicable)	Project is classified as B for Environment, Resettlement and Indigenous People. Framework for Environment, Resettlement, and Indigenous People prepared.	Action Plans initiated and RGC budgets proposed		Action plans ongoing.
4.	Procurement Capacity Assessment	Under preparation.			
5.	Procurement Plan for first 18 months	Completed and included in the PAM	Confirmed, start-up actions initiated		Start up actions implemented
6.	Financial Management Capacity Assessment	Under preparation.	Start up actions initiated		Start up actions implemented
7.	Auditing arrangements including TOR	Agreed	Confirmed		
8.	Monitoring and evaluation requirements	M&E arrangements agreed, baseline data have been collected for sample activities	Confirmed		Baseline data within 9 months if not possible to collect before
9.	Project Implementation	Implementation arrangements and proposed staffing structure	Key staffing (including		Full Project Implementation Team

	Key Project Preparation Elements	Stage of Project Preparation			Within 1 month of effectiveness
		Identification/ preparation/fact-finding	Negotiations	Effectiveness Condition	
	Arrangements	included in the PAM	procurement and CPCU/PPMU staff) approved.		in place
10.	TOR and RFPs for consultants for critical consultant packages required during first year of implementation	TOR for grant implementation consultants to be included in the revised PAM	TOR approved and recruitment process initiated		Contract ready for signing
11.	First year bidding documents for goods and works (where design and specification can be prepared through earlier project or project preparation facility)	Draft English language version of the bidding documents shall be submitted for ADB review and approval regardless of the estimated contract amount. ADB-approved procurement documents shall be used as a model for all subsequent NCB procurement financed by ADB.	TOR agreed for consultant to prepare bidding documents		Bidding documents ready 2 months before effectiveness
12.	RGC counterpart funds (if required)	Discussed	First year funds confirmed available		
13.	Subsidiary agreements (where applicable)	N/A	Principle content of agreements agreed (ADB)		
14.				Legal Opinion	

Gender Action Plan

Gender Action Plan
Document Stage: Draft for Comments
Project Number: 40253
September 2010

GMS: Biodiversity Conservation Corridors

The Gender Action Plan is a document of the borrower. The views expressed herein do not necessarily represent those of ADB's Board of Directors, Management, or staff, and may be preliminary in nature.

GENDER ACTION PLAN

1. The Project aims to result in climate resilient transboundary biodiversity conservation corridors sustaining livelihoods and investments in Cambodia, Lao PDR, and Viet Nam. It is envisaged that by 2017, the GMS Biodiversity Conservation Corridors are established with supportive policy and regulatory framework in the three countries that maintain ecosystem connectivity and services. It has four components with corresponding indicative activities²⁵, (i) Institutional and community strengthening for biodiversity conservation management, (ii) Biodiversity corridors restoration, ecosystem services protection, and sustainable management by local resource managers, (iii) Livelihood improvement and small scale infrastructure support in target communes, and (iv) Project management and support services.

2. The approach is a response to the increasing developmental threats (construction of hydroelectric dams, mining and economic concessions for rubber plantations and logging) that abound within the region that result in fragmentation. The fragmentation of ecosystems decreases its capacities to provide services to both upstream and downstream users. The Project aims to show that livelihood activities, agriculture, and some selected development activities could co-exist and be integrated in a conservation landscape as it encompasses conservation and development, protection and livelihoods for sustainable use and management. It fosters links between protected areas and connecting corridors consisting of linear or stepping stone forest blocks that allow for restoration of ecosystem connectivity. The proposed Project promotes zoning with the intention of safeguarding forest access and tenurial rights of the poor and ethnic groups living in remote mountain villages and clusters considered to be the stewards of the ecosystem. All subprojects for investment therefore are community driven, rooted on active stakeholder participation otherwise, conservation and sustainable use cannot be possible.

3. The Project targets an estimated 14,500 beneficiary households in the 22 target communes found in two provinces (Koh Kong and Monduliri) of Cambodia.

A. Gender Status and Issues for Proposed Project

1. At the National Level

4. In Cambodia, women play vital roles in the economic activities of rural households. They contribute significantly to the agricultural labor force, estimated to represent about 74% of male and 77% of female employment, mainly in rice production and fishery. They also engage in a wide range of livelihood activities, typically including collecting firewood for sale, running small businesses, and raising and selling livestock, which contribute to household income. In addition, women are predominately responsible for domestic chores such as cooking, taking care of children, and fetching water and fuel often from great distances.

5. Cambodia's Constitution of 1993 guarantees equal rights to men and women in all areas of society. Other national laws and government initiatives promote the wellbeing and empowerment of women especially through the Ministry of Women's Affairs (MoWA). Cambodia in 1992 has ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). In 2004, the RGC supplemented the Millennium Development Goals with a national objective on the issue of violence against women. Cambodia is thus the first country in the world to make reducing violence against women an indicator of its national development. In the Rectangular Strategy and the National Strategic Development Plan, gender equality is a prominent target. The adoption of the Law on the Prevention of Domestic Violence and the

²⁵ See Appendix 1 on Project DMF.

Protection of the Victims in 2005 as well as the Law on Suppression of Human Trafficking and Sexual Exploitation in 2008 signals the clarity of gender and development priorities of RGC. By 2009, the National Action Plan to Prevent Violence on Women (NAPVW) was launched to encourage the participation of relevant institutions, different competencies in the government and to encourage the enforcement of the law to prevent and to reduce all forms of violence on women.²⁶

6. Violence against women in Cambodia is a major concern. Physical violence and economic hardship have made women vulnerable to trafficking and exploitative prostitution. As both a receiving and sending country, Cambodia is a major focal point in the regional sex trade. Domestic violence, though underreported, is widespread. Women continue to face obstacles in accessing justice as the rule-of-law is not fully accepted or integrated within the justice system.

7. Traditionally, women in Cambodia enjoy strong social position and hold an influential position within their families, including participation in all household decisions. More recently, their position in both society and the home has been weakened by armed conflict, poverty and increasingly discriminatory customs. The massacres during the Khmer Rouge regime (1975-1979) left many women widowed: an estimated 25 per cent of Cambodian households are headed by sole women and, as a result, are particularly vulnerable to poverty. Female employment is relatively high, but concentrated in the agricultural and/or informal sectors. Women generally have less access than men to resources, such as education and health care.²⁷

8. As a country that has emerged from extreme conflict, women continue to face serious challenges, the most urgent developmental concerns of which are related to poverty and its impact on women:²⁸

- (i) The maternal mortality rate is high, with a major cause being the lack of access to obstetric emergency services – a reported mere 10% of births take place in a health facility.
- (ii) High illiteracy rates persist among women, especially those from rural areas, ethnic minority groups, or the disabled. Poor school enrolment rates and high drop out rates of girls, and limited access to further education and skills training, present an ongoing challenge, affecting the ability of women to participate in public life, and take advantage of economic and professional opportunities.

2. Gender Issues in Project Sites

9. This gender impact analysis is based on (i) four sample communes consultations during the feasibility study (See Appendix 1 for list and detailed socio-demographic characteristics); (ii) national, provincial, and district consultations with women of different ages and ethnic groups, government officials, and mass organizations (See Appendix 2 on consultations conducted during R-PPTA).

10. For the primary data collection, aside from stakeholder perceptions to BCI-related issues, a 24-hour activity schedule and annual seasonal household allocation of labor was conducted through key informant interviews (KII) and focus group discussions (FGD) conducted in Khmer by the local assistants.

²⁶ Violence Against Women: 2009 Follow-Up Survey Final Study Report. Ministry of Women's Affairs. Kingdom of Cambodia.

²⁷ Social Institutions and Gender Index. <http://genderindex.org/country/cambodia>

²⁸ <http://cedaw-seasia.org/cambodia.html>

11. **Socio-demographic Characteristics in Sample Project Sites.** Based on the social assessment, women constitute 49% of BCI 2 intended beneficiaries (Table 1). However, during FGDs, it was determined that males have higher levels of educational attainment compared to women. Females, especially amongst indigenous communities largely are “programmed” to do the housework and marry as soon as they find a prospective mate. Poverty was also cited as a reason why females do not pursue higher education as well as distance. Hence families invest more on male household members.

Table 1. Summary of Project Sociodemographic Characteristics in Cambodia

PARAMETER	ENTRY
BCI Area (km ²)	7,000
BCI Population	68,863
Population Density	10
Covered Provinces	2
Covered Communes	22
Covered Households	14,476
Covered Poor Households	10,911
% Estimated Poor from BCI Population	75%
Covered Indigenous Peoples	21,575
% Indigenous Peoples from BCI Population	31%
Female Population	33,747
% Female Population	49%
% Female Population of Indigenous Peoples*	51%
% Female-headed Household Population	17.7%

* **Mondulkiri province only.**

12. Documented female-headed households in 11 communes of Project sites average 19%, the highest being in Ta Tai Krom at 43.9% (Koh Kong) and the least with 8.2% in Peam Krasaob, also in Koh Kong. Results of FGDs conducted reveal that these female-headed households mostly belong to the impoverished households in the communes.

13. Indigenous peoples (IP) population in Project sites of Mondulkiri Province is about 31% of the total population of which 51% of IPs are women. Among total households in Project sites, an estimated 75% are poor, the highest in the 3 countries, living in areas where population density is low at 10 persons per km² (national is 80 persons/km²).

14. General gender issues identified which either can affect beneficiary take-up or are addressed by BCI interventions include:

- (i) Literacy. Marked low education (primary school incomplete) and illiteracy among women, especially with IPs, compounded by lack of information and technologies results in low awareness, a requisite to participation.
- (ii) Lack of/poor rural infrastructure and social services in remote BCI 2 areas. There is shortage of facilities, equipment and staff for the delivery of medical and educational services. The distance from village to social services and market centers can reach as high as 100 km.
- (iii) Health and sanitation. Due to drought and lack of hygiene and clean water source, children are sick more often (diarrhea, cold, and fever). Related to the above concern on access to services, is the high maternal mortality rate due to lack of access to obstetric emergency services. The rise of sexually transmitted diseases in areas peripheral to BCI 2 sites is a growing concern especially on HIV incidence. Cambodia has the highest rate of HIV incidence (2007) at 0.8% among the 3

countries. Attributions were directed to the entry of construction workers/ outsiders working for economic concessions (agri/forest plantations and mining) and hydropower plants.

- (iv) Low income is common to all sites, but for women, it is correlated with increased incidence of domestic violence, women working longer hours than men, increased labor migration by males, and female-headed households increasingly impoverished due to restricted ability to cope with the demands of agricultural production.
- (v) Credit. Women are found to be the focal persons engaging in household credit arrangements. Poor credit performance arising from investments in poultry and livestock production²⁹ with minimal technical support were noted, women household heads are caught in a vicious cycle of indebtedness.
- (vi) Indigenous people-specific concerns. Settlement patterns of IPs are typically scattered with clusters of 15-20 households causing difficulty in delivering social services (e.g. 40-50% of deliveries are with traditional birth attendants, resulting in high maternal mortality). In addition to general literacy constraints, strong beliefs and traditions (e.g. women's subservient role to husbands) can further constrain participation in developmental initiatives. Further, language barriers exist, especially for women, where Khmer is widely used during public meetings and group discussions. IPs have apprehensions on mining exploration and land concession as they are poorly educated, hence are easy to be misled and are therefore at risk.

15. **Distribution of Labor Between Men and Women.** Hunting, transport and marketing of timber is a male gender role, while women collect NTFPs, featuring as an important source of food, particularly during lean seasons, medicinal purposes and cash income. Wild honey production has gained ground in Mondulkiri IP villages. The women collect roots and other wild food for daily food especially with IPs. In terms of livestock and poultry production, women are responsible for daily feeding and maintenance of the animals while men typically are engaged in marketing. Under agricultural crop production, women are responsible for the majority of agriculture activities (i.e. planting, weeding and harvesting) while men are tasked and preparation and transporting of produce. Fishing among the non-IPs of Koh Kong is male dominated, while women engage in fish processing and marketing.

16. Appendix 3 provides a glimpse of a typical day in the life of a Project household in selected sites. While both men and women undertake agricultural tasks, women have additional reproductive tasks. Unlike men, women have no rest or social time scheduled available during the day.

17. When it comes to gender roles with regard to access to resources and decision-making, there are four distinct areas: (i) Information/technology - males are expected to be the bearer of new knowledge or information over women, particularly with respect to agri-crop production and natural resource management technologies, (ii) Decision-making in crop production is the domain of the man, (iii) Attendance to community organization activities - women typically are expected to participate more than the men except for IP households in the practice rituals, where participation is more even (iv) Leadership positions – males are regarded to be the leaders except in cases where the Women's Affairs organize activities. Unpaid work in the BCI 2 sites is classified as women's domestic work and distinctive from other types of work.

18. Community activities, especially indigenous people, are guided by customary laws and natural resource use. The Phnongs of Mondulkiri, for example, identify with sacred grounds and

²⁹ Poultry and livestock highly susceptible to avian and swine flu.

worship mountains, large ponds, big trees, valleys, Chrey trees, Bodhi trees, dense forests, huts for the spirits and places where wood crotches are piled. Villagers customarily pay respect to these sacred objects as they believe the objects can cause people to be lost in the forest or that pregnant women will suffer miscarriages. Phnongs of Puchrey for instance lament that there used to be a lot of sacred forest but now much has disappeared due to deforestation. What remains for the villagers is a small altar of the village spirits where people pray to the spirits, perform sacrifices and also hold their New Year celebration.

B. The Project GAP

19. The gender analysis shows that poor, rural, and indigenous peoples (IP) households are highly dependent on natural resource access for a range of social and economic needs (e.g. livelihoods, food security, medicinal sources, building materials, cultural ceremonies). Women feature in many of these activities (e.g. NTFP collection both for sale and to cope with food shortfalls). Women are, thus, naturally positioned to participate in project natural resource management mechanisms.

20. A GAP details of which is presented in Table 2, has been prepared based on findings from the social assessment using the Asian Development Bank (ADB) Handbook for Social Assessment, in close consultation with stakeholders that significantly include women and women leaders. Due consideration of Cambodia regulations pertinent to gender and women as well as the ADB Gender Policy was made in the preparation of the GAP.

21. This GAP upholds (i) Equal opportunities to access project benefits; (ii) active consultation and participation of women and minority ethnic groups; (iii) collection of gender disaggregated data including benefit monitoring and evaluation; and (iv) increased representation of women in decision-making bodies at all levels in both subproject design and implementation. The gender inclusive design elements presented in Table 2 are in response to constraints faced by women as presented in the social and gender analysis and prepared in consultation with stakeholders, particularly local women:

Table 2. Project Gender Action Plan

Project Component	Gender Action Plan Targets
COMPONENT 1: Institutional and community strengthening for biodiversity conservation management	<ul style="list-style-type: none"> • 30% participation of women during consultations; training in participatory land use planning, commune investment planning, GIS-based mapping, and functional literacy; capacity building in biodiversity corridor management, O&M, small enterprise development, assessment, and in working groups/committees to be established by the Project. • Gender sensitive training/IEC materials will be produced in local languages, (where applicable) to be prepared in close consultation with beneficiaries specifically, on land rights, credit, and access to resources and opportunities provided by the Project, linking up with on-going government and development partner programs on health/sanitation and HIV/AIDS awareness education, and climate change adaptation. • At least 50% of female heads of households receive forestland and land use certificates (LUC) collectively and/or individually where applicable, for livelihood purposes and productivity enhancement.
COMPONENT 2: Biodiversity corridors restoration, ecosystem services protection, and sustainable management by local resource managers	<ul style="list-style-type: none"> • Forest restoration activities (enrichment planning, NTFP planting, agro forestry) include at least 30% of women's labor input participation on cash basis; • National gender specialist to oversee preparation of community disaster risk and response plan, and conduct gender-responsive workshops ensuring access to information by women on mapping household vulnerability and livelihood options.
COMPONENT 3: Livelihood improvement and small scale infrastructure support in target communes	<ul style="list-style-type: none"> • Documented evidence of consultation with local women and women's groups (including IP women) prior to subproject approval. • At least 30% of Commune Development Fund (CDF) investments targeted at livelihood activities (micro-credit borrowings) prepared and submitted by community womenfolk; • At least 30% of extension training directed at women producers (animal production, agriculture productivity) • At least 30% of CDF Management Board members are women. • Preparation of gender responsive designs for water storage/water harvesting systems to combat drought and water stress

Project Component	Gender Action Plan Targets
COMPONENT 4: Project management and support services	<ul style="list-style-type: none"> • Equal pay for men and women for work of equal type. • Training on Commune Development Funds is gender responsive and gender sensitive. • Gender mainstreaming training for Project Management Units across levels at Project start. • At least 20% of staff is women at each level (senior management, technical and administrative / support staff). • Project Implementing Unit responsible for overseeing GAP implementation and reporting must include progress against the GAP in annual / semi-annual progress reports to ADB. • Participation of national institutions addressing concerns on women including IP women across Project implementation units, especially in monitoring and grievance redress (Grievance redress mechanism disaggregated feedback and response by sex). • Both female and male staff given equal opportunity to participate in non-gender related training and capacity development programs. • A national social development/gender consultant recruited to (i) build capacity of Project management units across levels, Project staff and facilitators in gender responsive design and analysis; (ii) preparation of gender sensitive indicators; (iii) preparation of checklists for evaluation of gender responsiveness of proposed subprojects; and (iv) coordination of relevant consultancies as appropriate. • Sex-disaggregated indicators established for Project performance M&E system; monitoring will be on-going to ensure activities are effectively carried out and targets reached; progress reports to include gender-related achievements and constraints. • Mid-term review Mission to assess gender related achievements and constraints to GAP implementation and propose, if required, adjustments for better Project performance.

22. **Budget.** The overall estimated costs of the GAP are incorporated in the overall arrangements and total budget of the project. The project budget provides allocation for capacity building and participation and subproject investments, with specific targets set for female beneficiaries.

C. Implementation Mechanisms for the Gender Action Plan

23. **Implementation Arrangement.** The Executing Agencies will be the Ministry of Environment and the Ministry of Agriculture, Fisheries and Forestry. A Central Project Coordination Unit will be responsible for day to day implementation of national activities. In as much as the MOE will be tasked for environmental safeguards with direct links to the GMS Working Group on Environment (WGE), so shall social safeguards for overall monitoring and reporting to the GMS WGE. MOE will therefore recruit a National Gender Specialist to oversee preparation of the Social Impact Assessments (SIA) and Gender Analysis of both project components of MOE and MAFF for each province. Safeguards officers of MOE and MAFF appointed within provincial implementing units will be responsible for supervising the implementation of the GAPs. Executing and implementing agencies shall work closely with the relevant national, provincial, district and commune representatives of the Cambodia-Women's Affairs and relevant IP Office to implement the GAP.

24. **Monitoring and Evaluation.** Gender-disaggregated data will be collected at the early stage of project implementation (e.g., baseline survey and household survey/reports). The baseline data will include gender-disaggregated and/or gender-specific targets and indicators, and those indicators will be monitored and reported in project quarterly progress monitoring reports. MOE's Gender Unit and MAFF's Gender Unit will be involved during project review missions for their respective project components. A senior representative of the Ministry of Women's Affairs will be invited to participate in the project steering committee meeting to ensure that the executing and implementing agencies are aware of national gender action plans and commitments.

APPENDIX 1

Summary Matrix of Socio-demographic Characteristics within Cambodia Project

PROVINCE	Commune	Area (km ²)	Total Popn	Popn Density	No. of HHS	No. of Females	% Females	Female-Headed HHS	% Female-Headed HHS	Poor HHS	% Poor HHS	IP Popn	% IP		
CAMBODIA	22	14,875	68,863	4.4	14,476	33,747	49.0%	855	17.7	7825	75.4	21,575	31%		
KOH KONG	10	6,474	30,486	4.71	6,498	15,026	49.3%	529	22.7	3953	78.1	NO REPORTED IPs IN KOH KONG BCI 2 SITES			
	1. Andoung Tuek	408	5,723	14.03	1,164	2,772	48.4%	-	-	-	-				
	2. Ta Tai Kraom	204	1,062	5.21	230	518	48.8%	101	43.9	115	50.0				
	3. Trapeang Rung	906	2,170	2.4	507	1,063	49.0%	117	23.1	299	59.0				
	4. Bak Khlang	1,365	12,236	8.96	2,608	5,956	48.7%	-	-	1,943	74.5				
	5. Peam Krasaob	54	1,313	24.31	282	649	49.4%	23	8.2	197	69.9				
	6. Chi Kha Leu	569	3,718	6.53	761	2,037	54.8%	87	11.4	751	98.7				
	7. Ta Tey Leu	1,780	526	0.3	119	251	47.7%	-	-	117	98.3				
	8. Ruessei Chrum	580	929	1.6	203	443	47.7%	-	-	-	-				
	9. Chi Phat	101	2,446	24.22	553	1,165	47.6%	201	36.3	531	96.0				
	10. Thma Doun Pov	507	363	0.72	71	172	47.4%	-	-	-	-				
MONDULKIRI	12	8,401	38,377	4.57	7,978	18,721	48.8%	326	13.0	3872	72.8	21,575	56%		
	1. Romanear	183	3,108	17	578	1,446	46.5%	-	-	-	-	2,521	81%		
	2. Dak Dam	421	1,498	3.56	349	764	51.0%	58	16.6	175	50.1	1,244	83%		
	3. Chong Phlah	1,072	3,073	2.87	648	1,424	46.3%	-	-	-	-	838	27%		
	4. Srae Chhuk	354	3,342	9.43	639	1,664	49.8%	-	-	-	-	2,488	74%		
	5. Srae Khtum	583	8,847	15.19	1,977	4,335	49.0%	-	-	1,779	90.0	1,339	15%		
	6. Srae Preah	446	1,557	3.49	326	778	50.0%	42	12.9	153	46.9	1,464	94%		
	7. Nang Khi Loek	1,064	3,172	2.98	564	1,601	50.5%	54	9.6	361	64.0	1,475	47%		
	8. Sokh Sant	576	2,608	4.53	546	1,311	50.3%	62	11.4	191	35.0	2,389	92%		
	9. Srae Huy	571	1,659	2.91	331	855	51.5%	41	12.4	139	42.0	1,355	82%		
	10. Krang Teh	794	1,632	2.06	386	823	50.4%	69	17.9	270	69.9	1,606	98%		
	11. Bu Chri	2,337	4,177	1.79	843	1,949	46.7%	-	-	804	95.4	1,646	39%		
	12. Bu Sra		3,704		791	1,771	47.8%	-	-	-	-	3,210	87%		

APPENDIX 2:
Attendance to KIIs and FGDs in Mondul Kiri and Koh Kong Provinces, Cambodia
Fieldwork from 29 June – 13 July 2010

A- Key Informant interview

No	Name	Role	Date of interview	Province
1	Ms. Thea Bounthoeun	Vice-Director of Rural Development Department of Mondul Kiri province	01 July 2010	Mondul Kiri
2	Mr. Sin Vanvuth	District Governor of Kaev Seima district	01 July 2010	Mondul Kiri
3	Ms. Run Shiyeun	Deputy District Governor of Kaev Seima district	01 July 2010	Mondul Kiri
4	Mr. Ngov Sovin	Deputy District Governor of Kaev Seima district	01 July 2010	Mondul Kiri
5	Mr. Khan Chan	District Council of Kaev Seima district	01 July 2010	Mondul Kiri
6	Mr. Noun Sarorn	District Governor of Pech Chreada district	02 July 2010	Mondul Kiri
7	Mrs. Chreuy Chanry	Deputy Director of Department of Woman Affair in Mondul Kiri province	02 July 2010	Mondul Kiri
8	Mr. Kim Kina	Admin of Department of Land Management in Mondul Kiri province	05 July 2010	Mondul Kiri
9	Dir. of Dept. of Environment	Director of Department of Environment, Koh Kong province	8 July 2010	Koh Kong
10	Mr. CHA Lann	District Governor of Mondul Seima district	9 July 2010	Koh Kong
11	Mr. PEN Vanna	Head Office of Mondul Seima district	9 July 2010	Koh Kong
12	Mr. Keov Nibora	Deputy District Governor of Thma Bang district	10 July 2010	Koh Kong
13	Mr. Chhorm Libunthan	District Council of Thma Bang district	10 July 2010	Koh Kong
14	Mrs. Ori Banhja	District Council of Thma Bang district	10 July 2010	Koh Kong
15	Mr. Cheak Kimsieng	District Council of Thma Bang district	10 July 2010	Koh Kong
16	Mrs. Nghet Chinda	District Council of Thma Bang district	10 July 2010	Koh Kong
17	Mr. Pech Nghoun	Head District Council of Thma Bang district	10 July 2010	Koh Kong

B- Participants in FGDs

FGD1 in Srae Khtum commune, Kaev Seima district, Mondul Kiri province; 3 July 2010, time: 8:30am

No	Name	Village
• 1	• Chheak Chheung	• Srae Khtum
• 2	• But Sam Ell	• Srae Khtum
• 3	• Sdeung Phalla	• Srae Khtum
• 4	• Ing Yeav	• Srae Khtum
• 5	• Yem Min	• Chhnaeng
• 6	• Phon Hin	• Srae Lvi
• 7	• Pil Yi	• Srae Khtum
• 8	• Yem Tieng	• Ou Am
• 9	• Vana Oul	• Srae Lvi
• 10	• Kheiv Sambo	• Chhnaeng
• 11	• Srang Chreak	• Ou Rona
• 12	• Dav Sa Eam	• Srae Lvi
• 13	• Sreus Chea	• Srae Khtum
• 14	• Kveak Sarak	• Ou Rona

**FGD2 in Pu Chrey commune, Pech Chreada district,
Mondul Kiri province; 4 July 2010, time: 8:30am**

No	Name	Village
• 1	• Keut Roth	• Choung Phang
• 2	• Kok Plong	• Pu Chrei Yang
• 3	• Sien Sen	• Pu Chei Yang
• 4	• Meuk Sareoun	• Pu Tang
• 5	• Phsor Keuk	• Choung Phang
• 6	• Cheung Bouk	• Choung Phang
• 7	• Horm Eoun	• Choung Phang
• 8	• Cheng Young	• Choung Phang
• 9	• Pan Dan	• Choung Phang
• 10	• Toi Tin	• Choung Phang
• 11	• Ros Provuth	• Pu Tang
• 12	• Mao Man	• Pu Tang
• 13	• Mao Men	• Pu Tang
• 14	• Shun Dam	• Pu Tang
• 15	• Youn Horn	• Pu Tang

**FGD3 in Pak Khlang commune, Mondul Seima district, Koh
Kong province; 9 July 2010, time: 2:30pm**

No	Name	Village
• 1	• Ou Thy	• Pak Khlang Pir
• 2	• Seng Lim	• Cham Yeam
• 3	• Break Kim Horn	• Cham Yeam
• 4	• Srun Siev	• Neang Kok
• 5	• Sok Sokun	• Pak Khlang Pir
• 6	• Teib Sina	• Koh Pao
• 7	• Seur Saran	• Koh Pao
• 8	• Sor Chan Van	• Pak Khlang Bei
• 9	• Ou Yeing	• Neang Kok
• 10	• Keav Cheyveng	• Pak Khlang
• 11	• Ros Savin	• Pak Khlang Bei
• 12	• San Deum	• Pak Khlang Pir
• 13	• Try Savuth	• Cham Yeam
• 14	• Heurn Sam	• Neang Kok
• 15	• Chheng Hurn	• Pk Khlang Pir
• 16	• Ros Nghourn	• Cham Yeam
• 17	• Siev Hur	• Cham Yeam

**FGD4 in Ta Tey Leu commune, Thma Bang district, Koh
Kong province; 10 July 2010, time: 2:30pm**

No	Name	Village
• 1	• Chea Dung	• Kandaol
• 2	• Meas Tes	• Kandaol
• 3	• Chan Sarom	• Trapeang Khnar
• 4	• Than Thum	• Trapeang Khnar
• 5	• Sam Thorn	• Trapeang Khnar
• 6	• Yeum Samchoy	• Trapeang Khnar
• 7	• Chey Luck	• Trapeang Khnar
• 8	• Chan Sareum	• Trapeang Khnar
• 9	• Chhen Kimsan	• Trapeang Khnar
• 10	• Dung Hash	• Kandaol
• 11	• Mom Heng	• Trapeang Khnar
• 12	• Prum Phan	• Kandaol
• 13	• Kong Lok	• Trapeang Khnar
• 14	• Meas Chan	• Kandaol
• 15	• Seng Vuth	• Trapeang Khnar
• 16	• Dul Thy	• Trapeang Khnar
• 17	• Van Seiha	• Kandaol
• 18	• Ros Vuth	• Trapeang Khnar

APPENDIX 3

Male and Female Household Schedules in Select Project Sites

Time	Srae Khtum, Kaev Seima		Pu Chrey, Pech Chreada		Pak Khlang, Mondul Seima		Ta Tey Leu, Thma Bang			
	Male	Female	Male	Female	Male	Female	Male	Female		
4:00 am	Prepare farm tools	Cook & prepare food			Prepare fishing tools	Cook & prepare food				
4:30 am										
5:00 am	Go to field		Chop firewood	Cook food & bring to farm	Gather fish	Household work	Prepare farm tools	Prepare food		
5:30 am										
6:00 am										
6:30 am	Working in the field (i.e. watering, picking small grass, etc.)		Working in the farm, clear grass		Prepare fishing tools	Sell fish in the market	Work in fields			
7:00 am										
7:30 am										
8:00 am										
8:30 am										
9:00 am										
9:30 am										
10:00 am										
10:30 am										
11:00 am										
11:30 am										
12:00 pm	Rest and have lunch		Rest, prepare meal, & have lunch		Rest & have lunch	Cook & prepare food for household	Rest & have lunch	Prepare & eat lunch		
12:30 pm										
1:00 pm										
1:30 pm	Work in the field		Continue work in the farm		Prepare fishing tools & other stuff	Household chores also	Work in fields			
2:00 pm										
2:30 pm										
3:00 pm										
3:30 pm										
4:00 pm										
4:30 pm	Go home				Rest	Prepare dinner				
5:00 pm										
5:30 pm	Rest, smoke, or drink	Cook & prepare food	Fetch water	Cook dinner	Go fishing	Stay home to look after children	Go home			
6:00 pm										
6:30 pm	Have dinner with family		Have dinner				Rest		HH chores	
7:00 pm							Have Dinner			
7:30 pm	Sleep	Clean house; take care of children	Sleep						Rest & watch TV (if they have tv)	HH chores, take care of children, etc.
8:00 pm										
8:30 pm										
9:00 pm	Sleep						Sleep			
9:30 pm					Go home					
10:00 pm					Sleep					

GOOD GOVERNANCE FRAMEWORK

1. In all instances, the grant agreement shall be the overriding legal document. The Asian Development Bank (ADB) *Procurement Guidelines*, 2010, as amended from time to time (procurement guidelines), and the *ADB Guidelines on the Use of Consultants by Asian Development Bank and its Borrowers*, 2010, as amended from time to time (consulting guidelines), shall be applied pursuant to the grant agreement as these may be modified by the grant agreement. The government's policies and procedures shall be applicable to the extent there is no discrepancy with the grant agreement or ADB's procurement guidelines and consulting guidelines. In the event there is a discrepancy, then the grant agreement, the procurement guidelines and the consulting guidelines shall apply.

No.	Issue	Action to Mitigate Risk	Responsibility	Monitoring
A. Procurement				
1	Risks of corruption and fraud in procurement: <ul style="list-style-type: none"> • collusion during bidding process • biased bid evaluation • suppliers or contractors offering incentives for favorable treatment. 	<p>The executing agency (EA) will establish national and provincial procurement committees under the project, in accordance with the government's Standard Operating Procedures and Procurement Manual (SOP/PM).</p> <p>For project-wide procurement, the evaluation committee will consist of representatives from relevant line ministries in accordance with the SOP/PM.</p>	<p>EAs – Ministry of Environment (MOE) and Ministry of Agriculture, Forestry and Fisheries (MAFF)</p> <p>EAs and Ministry of Economy and Finance (MEF) to monitor compliance with the Grant Agreement, SOP/PM and ADB's Procurement Guidelines</p>	<p>At effectiveness</p> <p>Throughout project duration</p>
2	Insufficient compliance with procurement procedures	The EA will adhere strictly to the procedures and guidelines set forth in the grant agreement, project administration manual (PAM), ADB's procurement guidelines and the SOP/PM covering national competitive bidding, shopping and direct contracting.	<p>EAs (MOE and MAFF)</p> <p>MEF and ADB to monitor compliance with the Grant agreement, ADB's procurement guidelines and the SOP/PM.</p>	Throughout project duration.
3	Weak procurement capacity	<p>A procurement assessment was completed. Procurement capacity remains weak. The EAs will receive training and technical support from consultants recruited under the project to improve capacity. The government SOP/PM will be used under the project.</p> <p>The project will closely monitor and review procurement conduct, and, where necessary, take measures to improve procurement procedures based on lessons learnt.</p>	<p>EAs (MOE and MAFF)</p> <p>ADB recruited consultants / institutes under advance action will train EA staff in application of the SOPs, and PM.</p> <p>EAs, MEF and ADB</p>	<p>Reassessment will be conducted by ADB during the mid-term review</p> <p>Throughout project duration.</p>
4	Procurement plans	A realistic annual procurement plan will be prepared as guided by the procurement guidelines, tied to the annual work plan and budget.	EAs with ADB	First-18month plan in the PAM attached to minutes of grant

No.	Issue	Action to Mitigate Risk	Responsibility	Monitoring
				negotiations. Updated annually thereafter in July.
5	Informal payments by contractors, suppliers and consultants	All contractors, suppliers and consultants bidding for contracts under the project will sign the Declaration on Ethical Conduct and Fraud and Corruption in the SOP/PM. The declaration will be included in all bidding documents, requests for proposals, and contracts.	EAs and MEF oversight and ADB.	Throughout project duration.
B. Financial Management				
1	Misuse of program funds	The proceeds of the proposed project grant will be channeled to the Ministry of Economy and Finance (MEF) using ADB standard withdrawal procedures, as specified in the grant agreement. The government is committed to the implementation of its public financial management reform program started in 2004.	EAs, MEF and ADB	Throughout project duration.
2	Weak internal controls	The financial management system and internal audit and controls will be strengthened by ensuring that the project uses SOP including procedures in the Financial Management Manual (FMM)	EAs, supported by GIC consultants in financial management, reporting system and internal control MEF to monitor compliance with SOP/FMM, Grant Agreement and ADB Anticorruption Policy	Throughout project duration.
3	Weak financial management capacity	The EAs will receive training and technical support from consultants recruited under the project. The government FMM and SOP will be used under the project as well as relevant provisions of the grant agreement and ADB's procurement guidelines and consulting guidelines. The project will closely monitor and review financial management conduct and make necessary improvements as required.	EAs (Financial management and reporting system developed by PFMRDP may be used) EAs, MEF and ADB	Throughout project duration. Throughout project duration.
4	Transactions in cash	The project will make all progress payments to contractors, suppliers, commune accounts for community works and services, and consultants – national and international firms and individuals – by check or transfer to bank accounts, and will retain evidence for audit and donor supervision missions.	EAs and PPMUs	Throughout project duration.
5	Inconsistency in allowances paid to Government staff attending training, workshops and study tours	The project will follow MEF's Instruction Letter No. 2000 dated 23 April 2007 on standard daily subsistence allowances. An annual training and workshop plan with an estimated budget will be established	EAs to incorporate into annual training and workshop plan Approved by EAs with ADB	Throughout project duration. Fourth quarter every year.

No.	Issue	Action to Mitigate Risk	Responsibility	Monitoring
		under the project. Each training session or workshop will have a detailed budget and expenses approved by the relevant EAs.	EAs	Throughout project duration.
		The project will set eligibility rules for attending training, workshops and study tours and will ensure that training, workshops, and study tours are in line with project aims and objectives.	EAs in consultation with ADB	Before first training, workshop or study tour.
6.	Delayed or non-existent reconciliation of advances for operating costs and expenses	The project will reconcile operating expenses of staff or field offices within 1 week of the end of each month.	EAs and PPMU Directors	Each month throughout project duration
C. Disclosure				
1	Conflict of interest among project staff	Project staff will disclose private and public affiliations or personal interests before becoming involved in any project-related transaction, such as contract awards. The EAs will prepare a declaration statement for staff's signature.	EAs to ensure all Project staff sign the disclosures	Throughout project duration.
2	Inadequate transparency and disclosure	The project will disclose the information required by the Grant agreement. MOE and MAFF will publish on its websites the results and details of the bid evaluations (i) within 2 weeks of receiving ADB's no-objection letter for all contracts subject to prior review, and (ii) no later than the date of contract award for contracts subject to post review.	EAs to arrange disclosure	Throughout project duration
D. Complaints and Remedies Mechanism				
1	Inadequate complaints and remedies mechanisms	The project will build a well-defined complaints and remedies mechanism into project documents. The complaints procedures for procurement will follow process set out in Grant agreement and SOP/PM.	EAs in consultation with ADB EAs and MEF	Effectiveness Throughout project duration
E. Code of Ethical Conduct				
1	Poor enforcement of the Code of Conduct for civil servants	The project will provide copies of the relevant laws and articles on the code of conduct for civil servants to all project staff, including contracted staff. The project will maintain a signed declaration of receipt of these documents by all project staff, including contracted staff.	EAs	Effectiveness
F. Sanctions				
1	Inadequate sanctions for fraudulent and corrupt activity by project staff, contractors, suppliers and consultants	The project will identify and apply sanctions available under current law and regulations of Cambodia, ADB's grant regulations, the Grant agreement, and ADB's procurement guidelines and consulting guidelines. Sanctions for individuals may include transfer of duties, retraining, suspension, dismissal, regrading, and prosecution under Cambodian law. Sanctions for firms may include: termination of contract, debarment or blacklisting under ADB's procurement guidelines and consulting guidelines or	EAs and ADB	Effectiveness

No.	Issue	Action to Mitigate Risk	Responsibility	Monitoring
		prosecution under Cambodian law.		
G. Project Specific Elements				
1	Poor enforcement of contract terms and needing to conduct contractors performance evaluation	The EAs will ensure that contract terms are strictly enforced and the grant consultant will be a party to ensuring quality control of contract outputs, including acceptance of completion of works and services. The EAs will conduct a performance evaluation of all contractors providing all types of services under the project—see G.3	EAs MEF to oversee and monitor ADB to verify quality products during the project review missions and the project mid-term review	Throughout project duration.
2	Poor quality of design and works construction	The EAs will ensure that the approved infrastructure’s design standards and specifications developed by the respective agencies are utilized for the design of structures under the project. The project will recruit experienced design consultant on a timely basis to assist the Project.	EAs EAs with ADB	Throughout project duration. Contract signed immediately after effectiveness
3	Risk of low-quality construction and supervision	The project will recruit experienced site supervision consultants to assist the EAs. The project will evaluate contractors’ performance. Contractors who perform poorly will be declared ineligible to bid for at least 1 year. The project review mission trip report will include a review of the quality of products delivered by contractors.	EAs with ADB EAs EA with ADB ADB	After small scale works packages have been identified for tendering Regularly throughout project duration. In 4th Quarter every year.