

Japan Fund for Prosperous and Resilient Asia and the Pacific Project Administration Manual

Project Number: 53243-001
Grant Number: XXXX
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Kingdom of Cambodia: Community-Based Tourism
COVID-19 Recovery Project
(Financed by the Japan Fund for Prosperous and Resilient
Asia and the Pacific)

ABBREVIATIONS

ABDAO	–	Angkor Borei District Administration Office
ADB	–	Asian Development Bank
AIT	–	Asian Institute of Technology
APFS	–	audited project financial statements
CATA	–	Cambodian Association of Travel Agents
CBT	–	community-based tourism
CGFP	–	community and gender focal point
COVID-19	–	coronavirus disease
CSAF	–	Civil Society Alliance Forum
DED	–	detailed engineering design
DMF	–	design and monitoring framework
ESMP	–	environmental and social management plan
GAP	–	gender action plan
GRM	–	grievance redress mechanism
IEE	–	initial environmental examination
JFPR	–	Japan Fund for Prosperous and Resilient Asia and the Pacific
KOC	–	Khmer Organic Cooperative
M&E	–	monitoring and evaluation
MEF	–	Ministry of Economy and Finance
MOT	–	Ministry of Tourism
MTCO	–	Mekong Tourism Coordinating Office
NAPV	–	National Authority for Preah Vihear
NAV	–	Natural Agriculture Village
NPSC	–	national project steering committee
OCB	–	open competitive bidding
PAM	–	project administration manual
PCU	–	project coordination unit
PDoEF	–	Provincial Department of Economy and Finance
PIU	–	project implementation unit
PPMS	–	project performance management system
RFQ	–	request for quotation
SCPP	–	stakeholder consultation and participation plan
SOE	–	statement of expenditure
SPGSA	–	social, poverty and gender safeguards assessment
SPS	–	safeguard policy statement
UNESCO	–	United Nations Educational, Scientific and Cultural Organization

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PROJECT AT A GLANCE

1. Basic Data		Project Number: 53243-001	
Project Name	Community-Based Tourism COVID-19 Recovery Project	Department/Division	SERD/SEER
Country Recipient	Cambodia Kingdom of Cambodia	Executing Agency	Civil Society Alliance Forum
Country Economic Indicators Portfolio at a Glance	https://www.adb.org/Documents/LinkedDocs/?id=53243-001-CEI https://www.adb.org/Documents/LinkedDocs/?id=53243-001-PortAtaGlance		
2. Sector	Subsector(s)	ADB Financing (\$ million)	
		Total	0.00
3. Operational Priorities		Climate Change Information	
<ul style="list-style-type: none"> ✓ Addressing remaining poverty and reducing inequalities ✓ Accelerating progress in gender equality ✓ Promoting rural development and food security 		GHG reductions (tons per annum)	0
		Climate Change impact on the Project	Low
		ADB Financing	
		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
		Cofinancing	
		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
Sustainable Development Goals		Gender Equity and Mainstreaming	
SDG 1.4		Effective gender mainstreaming (EGM)	✓
SDG 2.4			
SDG 5.5			
SDG 8.2			
SDG 10.2			
		Poverty Targeting	
		General Intervention on Poverty	✓
4. Risk Categorization:	Low		
5. Safeguard Categorization	Environment: B Involuntary Resettlement: C Indigenous Peoples: C		
6. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.00	
None		0.00	
Cofinancing		3.00	
Japan Fund for Prosperous and Resilient Asia and the Pacific - Project grant (Full ADB Administration)		3.00	
Counterpart		0.71	
Beneficiaries		0.15	
Government		0.51	
Others		0.05	
Total		3.71	
Currency of Financing: US Dollar			

JFPR Project Administration Manual Purpose and Process

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

The Civil Society Alliance Forum (CSAF) will act as the executing agency, and the National Authority for Preah Vihear (NAPV) and Angkor Borei District Administration Office (ABDAO) will act as the implementing agencies. The executing and implementing agencies are wholly responsible for the implementation of the project, as agreed jointly between the grant recipient and ADB, and in accordance with the government and ADB's policies and procedures. ADB staff is responsible for supporting implementation including compliance by the executing and implementing agencies of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

CSAF, NAPV, ABDAO, and ADB shall agree to the JFPR PAM and ensure consistency with the grant agreement. In the event of any discrepancy or contradiction between the JFPR PAM and the grant agreement, the provisions of the grant agreement shall prevail.

After ADB Board approval of the project's grant assistance report (GAR), changes in implementation arrangements are subject to agreement and approval pursuant to relevant government and ADB administrative procedures (including ADB's Project Administration Instructions) and upon such approval, they will be subsequently incorporated in the JFPR PAM.

I. PROJECT DESCRIPTION

1. The Community-Based Tourism COVID-19 Recovery Project will promote tourism development in (i) Techo Thamacheat village in Choam Khsant district, Preah Vihear province, and (ii) Prek Taphor village in Angkor Borei district, Takeo province. The two villages are located in waterfront areas and are close to significant heritage sites of the Sacred Site of the Temple of Preah Vihear and the Phnom Da temple.¹ The project takes a two-pronged approach by promoting tourism along with supporting surrounding communities through high-value agriculture, to create new agritourism products and help stabilize rural incomes during the low tourist season. The project will benefit 4,000 villagers by (i) building the capacity of local communities to provide new tourism services and products; (ii) improving tourism and agricultural livelihood opportunities; and (iii) providing infrastructure and equipment to support tourism operations. Through tourism development and livelihood improvement, the project will catalyze the project villages' economic recovery from the impacts of the coronavirus disease (COVID-19) pandemic.

A. Impact and Outcome

2. The project is aligned with the following impact: tourism products and destinations diversified. The project will have the following outcome: tourism developed and incomes increased in project villages.²

B. Outputs and Key Activities

3. **Output 1: Local capacity for community-based tourism development and promotion strengthened.** This output will benefit villagers by enhancing their capacity to provide tourism services. Under this output, the project will establish one community-based tourism (CBT) group in each project village, ensuring women's representation, to become local tour operators and service providers.³ Membership of the CBT groups will be open to all villagers throughout the life of the CBT groups. A national consulting firm will be recruited to support local communities to establish and manage CBT operations. Training will be provided on CBT group formation, guiding and servicing, hospitality, housekeeping, food and lodging hygiene, public health and COVID-19 prevention, environmental and waste management, and maintenance of the tourism infrastructure to be provided under output 3. While the CBT groups own the tourism infrastructure, they will have the option to enter into sublease agreements with local businesses to manage restaurants at the tourist centers. The project will also provide a three-year marketing campaign to attract tourists.⁴ Trainings on sanitation will follow the government's latest health and safety standards, which are updated in response to COVID-19.

4. **Output 2: Community-based tourism and livelihood activities implemented.** The

¹ United Nations Educational, Scientific and Cultural Organization (UNESCO). [Cambodia](#). The Sacred Site of the Temple of Preah Vihear was designated a UNESCO World Heritage site in 2008. The Phnom Da temple is on the tentative list for UNESCO World Heritage sites. While lesser known, Angkor Borei district is about two hours' drive from Phnom Penh and is an excellent weekend destination or a stopover en route to coastal provinces.

² The design and monitoring framework is in Appendix 1.

³ Community-Based Tourism Groups Establishment, Bylaws, and Land Use Agreement (accessible from the list of linked documents in Appendix 2). The draft CBT bylaws provide for CBT groups formation and selection criteria for CBT members and board members.

⁴ The project will initially target domestic tourism, and gradually shift to promoting intraregional tourism as Cambodia's borders open. The marketing campaign will (i) support the CBT groups to raise awareness about the project villages and tourist centers, as new attractions that offer services such as boat paddling and freshwater prawn fishing, and amenities such as restrooms and waterfront restaurants; (ii) work with UNESCO to further amplify the world heritage status of the two temples and other cultural resources; and (iii) promote homestays in the project villages.

project will support villagers, including female headed households and those from vulnerable groups, to establish tourism livelihoods, such as guiding services, restaurants, transport operations, equipment rental, homestay operations, and handicraft and souvenir manufacturing. The project will also support high-value agriculture in both project villages, such as cucumbers, long beans, watermelons, chicken, tilapia, and freshwater prawns, by providing agricultural trainings and equipment.⁵ With proper marketing, high-value agriculture will be synergic with tourism and stabilize income during the low tourist season.⁶ Agritourism interventions will be supported in Techo Thamacheat village (for tilapia farming) and in Prek Taphor village (for prawn farming) so that, as an alternative to dine-in services at tourist centers, tourists can catch and grill fish and prawns after completing hatchery tours.⁷

5. **Output 3: Community-based public facilities and services enhanced.** As the project villages lack tourism infrastructure, the project will provide the necessary infrastructure to enhance the villages' appeal to tourists who are already visiting the nearby heritage sites. Civil work construction will include female laborers. As basic connectivity infrastructure is already in place, the project will focus on "last-mile" tourism infrastructure, including two tourist centers (with parking lots, restrooms, restaurants, and souvenir outlets); walking tracks; small piers; and support for homestays.⁸ The project will also implement CBT-managed waste collection services on a cost-recovery basis and support the expansion of potable water services to about 3,000 households in Techo Thamacheat village and surrounding areas, where the availability of clean water is identified as a constraint to tourism development.⁹ Asset maintenance will be performed by the CBT groups who will receive relevant training under output 1.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Table 1: Project Readiness Activities

Indicative Activities	Nov	Dec	Jan	Feb	Mar	Who is Responsible
Advance contracting actions	X					ADB and EA
Grant negotiation	X					ADB and MEF
ADB President's approval			X			ADB
Grant agreement signing				X		ADB and MEF
Government budget inclusion	X					MEF and EA
Grant effectiveness					X	ADB and EA

ADB = Asian Development Bank, EA = executing agency, MEF = Ministry of Economy and Finance.

Source: Asian Development Bank.

⁵ Financial Analysis for High-Value Agriculture Livelihoods for Angkor Borei; Financial Analysis for High-Value Agriculture Livelihoods for Preah Vihear (both accessible from the list of linked documents in Appendix 2). The crops, fisheries, and poultry are selected using the following key criteria: (i) financial viability; (ii) income generation potential during the low tourist season; and (iii) women's economic empowerment.

⁶ Between the peak tourist season (November to February) and the low tourist season (May to June), the variation in international arrivals can be as high as 47%. Tourism alone cannot provide year-round livelihoods for residents.

⁷ Before COVID-19, the La Plantation peppercorn farm in Kampot province received over 50,000 visitors annually. The farm provided visitors with a free tour on peppercorn cultivation, after which the visitors bought peppercorn products as souvenirs and dined at the farm restaurant.

⁸ Support for homestays will include house renovations and provision of sanitary toilets with septic tanks. Homestay households will receive related training under output 1, including on hospitality, housekeeping, waste management, and COVID-19 prevention. In total, about 10 households headed by women will be selected for homestay support.

⁹ Potable water services are currently not available in Techo Thamacheat village. Potable water services are already in place in Prek Taphor village, Angkor Borei district.

Activities	2022				2023				2024				2025				2026				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
established and supported to 2 OWE water stations in Preah Vihear																					
Project Management Activities																					
4.1.1	Gender Training																				
4.1.2	Stakeholder workshops (UNESCO and others)																				
4.2.1	M&E surveys and studies (MTR and PCR)																				
4.2.2	Semiannual safeguards monitoring reports																				
4.2.3	Semiannual review mission																				
4.2.4	Project completion																				
4.2.5	Project closing date																				

AIT = Asian Institute of Technology, ASEAN = Association of Southeast Asian Nations, CBT = community-based tourism, COVID-19 = coronavirus disease, DMF = design and monitoring framework, GAP = gender action plan, IEC = information, education and communication, LGA = local government authorities, M&E = monitoring and evaluation, MTR = midterm review, O&M = operation and maintenance, PCR = project completion report, PD = Phnom Da, PGS = participatory guarantee system, PV = Preah Vihear, Q = quarter, UNESCO = United Nations Educational, Scientific and Cultural Organization.

Source: Asian Development Bank.

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations: Roles and Responsibilities

6. The Civil Society Alliance Forum (CSAF) will be the project's executing agency.¹⁰ The Interministerial Committee will act as the National Project's Steering Committee. The National Authority for Preah Vihear (NAPV) in Choam Khsant district, and the Angkor Borei District Administration Office (ABDAO) in Angkor Borei district are the implementing agencies, responsible to coordinate interventions with provincial line departments, local nongovernment organizations, social enterprises, and community-based organizations. The Ministry of Culture and Fine Arts and MTCO will provide advisory services for heritage protection and tourism promotion. The project will work closely with CBT groups, local farmers, and social enterprises. The roles and responsibilities of project coordination unit (PCU) and project implementation unit (PIU) staff are presented in Table 3.

Table 3: Management Roles and Responsibilities

Project Implementation Organizations	Management Roles and Responsibilities
Ministry of Economy and Finance	<ul style="list-style-type: none"> • Oversight of financial management, procurement, safeguards and grant covenants. • Endorse signatories for the project's advance account • Approved annual project plan
National Project Steering Committee (Inter-ministerial Committee)	<ul style="list-style-type: none"> • Provide policy guidance and advice on project-related issues. • Quality assurance and approval of project achievements as presented in the semiannual progress reports and monitoring and evaluation reports; and • Coordination between the relevant ministries involved in the project.
Executing Agency (Civil Society Alliance Forum) and Project Coordination Unit	<p>Overall responsibility for the execution of the project:</p> <ul style="list-style-type: none"> • Project startup, including the establishment of financial, management and procurement systems and procedures; • Appoint counterpart staff including PCU and PIU staff; • Appoint the members of the Procurement Review Committee, the Consultant Selection Committee and the Bid Evaluation Committee; • Facilitate approval of work permits and visas for international staff working on the project; • Apply the JFPR visibility guidelines as outlined in the PAM; • Support regular ADB review missions; • Review and endorse any proposed change in the project scope or implementation arrangements; • Ensure compliance with grant covenants in respect of the grant agreement and all subprojects; • Monitor and review the project implementation progress against the implementation schedule (Table 2); • Develop the project's annual workplan and budget. Prepare and submit annual and semiannual workplans, consolidating PCU-led activities and workplans received from PIUs for submission to the Project Director for approval; • Administer the project advance account for JFPR Grant;

¹⁰ CSAF was established on 23 August 2017 as a secretariat under the Office of the Council of Ministers, with a mandate to coordinate development work amongst nongovernment organizations.

Project Implementation Organizations	Management Roles and Responsibilities
	<ul style="list-style-type: none"> • Prepare project financial statements and coordinate annual project audits; • Prepare and maintain asset registry; • Ensure implementation of financial management action plan; • Facilitate approvals to ensure the timely release of funds to the PIU(s), contractors, suppliers and consultants; • Undertake recruitment, contract management and supervision of consultants; • Undertake procurement of civil works and goods packages in compliance with the project's procurement plan; • Coordinate all reporting aspects of the project; • Administer and provide technical support to the PIUs; • Submit semiannual environmental and social safeguard monitoring reports to MOE and for onward submission to ADB for disclosure; • Facilitate with relevant agencies to obtain approval of safeguard documents; • Coordinate implementation of all project safeguard procedures (IEE, ESMP, GAP, SCPP, and SDDR); • Coordinate with PIUs and the inputs of concerned stakeholders and project partners; • Coordinate all specified monitoring, evaluation and reporting activities; • Provide monthly progress reports to MEF; • Prepare project's quarterly progress report • Review progress and monitoring reports and ensure that information on project progress is disseminated to relevant government agencies and address any planning and coordination issues requested by PCU; • Communicate project's outcomes, outputs, and activities to all stakeholders through the stakeholder communication plan
<p>Implementing Agencies (National Authority for Preah Vihear and Angkor Borei District Administration Office) and Project Implementation Units</p>	<p>Responsible to deliver the project at the provincial level</p> <ul style="list-style-type: none"> • Prepare PIU annual workplans and budgets for approval by the PIU Directors and onward submission to PCU for incorporation into project's overall annual plan; • Approve payments for PIU managed expenditures related to project coordination in each project province; • Maintain disbursement records for progress reports and auditing; • Coordinate with all concerned stakeholders; • Provide inputs to quarterly reporting on progress and issues to the PCU; • Facilitate approvals (e.g., CBT registration, construction permits) at provincial/local levels; • Support implementation of output 1 (capacity building) and output 2 (livelihood activities) in close collaboration with local partners, PCU and consultants; • Where appropriate identify and promote PPP initiatives.
<p>Community Based Tourism Organizations (one for each project village)</p>	<ul style="list-style-type: none"> • Establish the CBT groups, elect the management board and achieve legal registration; • Adopt and implement CBT by-laws; • Enter into land use agreement with the government landowner; • Manage, operate and maintain tourist facilities at Angkor Borei district and Techo Thamacheat village;

Project Implementation Organizations	Management Roles and Responsibilities
	<ul style="list-style-type: none"> • Develop operations and management plans for tourist facilities • Oversee homestays, transport, waste management services and other CBT products and services; • Support implementation of the ASEAN CBT Standard and Homestay Standard; • Develop new tourism products and services based on local heritage and natural assets and on-sell to domestic and international tour operators; • Partner with local tourism operators, CBOs and MSEs to provide new tourism products and services; • Operate restaurant facilities or enter into sublease agreements with local businesses for the operation of restaurant facilities; • Support the environmental and heritage protection of O Svay Lake and Phnom Da Temple sites; • Work with local transport providers and boat operators to facilitate local tours.
ADB	<ul style="list-style-type: none"> • Provide timely advice to government agencies; • Timely review of all documents that require ADB's approval; • Provide oversight for procurement and consultant recruitment; • Conduct periodic project review missions, midterm review mission and evaluation at project completion; • Timely processing of withdrawal applications and release of eligible funds; • Monitor compliance with grant covenants, financial audit recommendations, and safeguards; • Monitor GAP implementation; • Provide timely update to JFPR on project progress; • Regularly update of project information for disclosure on ADB website.

ADB = Asian Development Bank, CBT = community-based tourism, ESMP = environmental and social management plan, GAP = gender action plan, IEE = initial environmental examination, JFPR = Japan Fund for Prosperous and Resilient Asia and the Pacific, MEF = Ministry of Economy and Finance, MOE = Ministry of Environment, MSE = micro and small enterprise, NPSC = National Project Steering Committee, O&M = operation and maintenance, PAM = project administration manual, PCU = project coordination unit, PIU = project implementation unit, PPP = public-private partnership, RP = Resettlement Plan, SCPP = stakeholder consultation and participation plan.

Source: Asian Development Bank.

B. Key Persons Involved in Implementation

Executing Agency

Civil Society Alliance Forum

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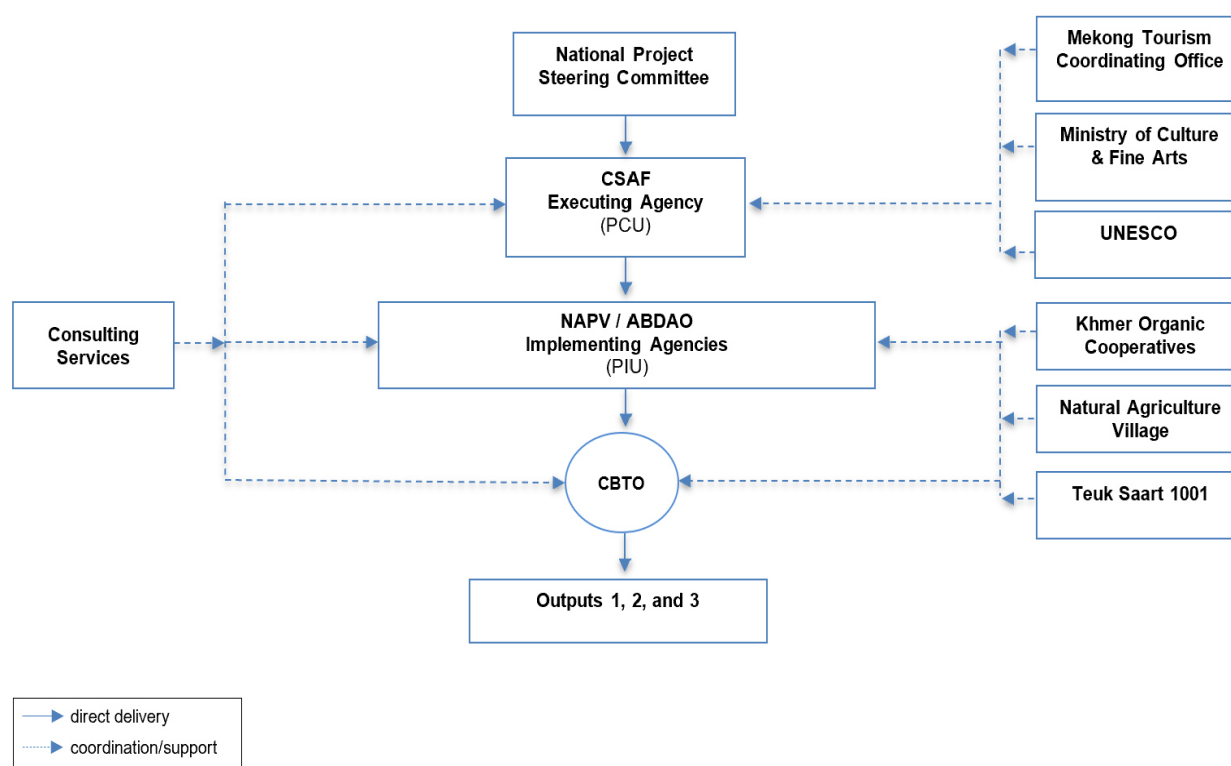
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C. Project Organization Structure



Note: Direct delivery means the legally responsible agency responsible for implementation under the grant agreement. Coordination and support agencies and individuals are those responsible for supporting the legally responsible agencies for direct implementation.

D. Grant Management

7. **National Project Steering Committee.** The Inter-ministerial Committee will act as the National Project Steering Committee (NPSC) and will provide oversight and guidance for the project at the national level and will meet quarterly in the first two years and semiannually hereafter to review project progress, provide policy guidance, and facilitate interagency coordination and exchange of lessons learned. The NPSC includes (i) the Chair; and (ii) selected members of the Inter-ministerial Committee which represent different technical ministries.

8. **Executing Agency/PCU.** CSAF will establish a project coordination unit (PCU). The PCU will be comprised of counterpart staff including (i) Project Director, (ii) Project Manager, (iii) Financial Officer, (iv) Procurement Officer, (v) Gender Officer, (vi) Monitoring and Evaluation (M&E) Officer, and (vii) Safeguards Officer. The PCU will be supported by two full-time contract staff: (i) an Accountant and Administration Assistant, and (ii) a Procurement Assistant. The project implementation consultants will support the PCU in project implementation, compliance monitoring and reporting, and semiannual work planning and review processes.¹¹ In addition to the responsibilities in table 3, the PCU will implement a 3-year marketing and branding initiative in consultation with national and provincial stakeholders to attract tourists to the new tourist facilities, products and services, demonstration farms, including prawn hatcheries and homestays in the project areas. The marketing and branding initiative will target the domestic tourism market. The outputs and materials developed under this promotion and marketing initiative will be made available to the larger national marketing effort aimed at attracting international visitors from Cambodia's Greater Mekong Subregion neighbors when travel bubbles and land borders reopen gradually over time. The project's marketing and branding initiative will be supported by UNESCO, CATA, and MTCO.

9. **Implementing Agencies/PIUs.** The PIUs in NAPV and ABDOA will be staffed with (i) PIU Project Director, (ii) PIU Coordination Officer, (iii) Accounting Officer, and (iv) Gender and M&E Officer. The PIUs will also be supported by full-time contract staff: (i) Finance and Administration Assistant and (ii) Gender and M&E Assistant. The PIUs will receive support from the PCU and the project implementation consultants. Technical trainers from the provincial line departments of (i) Tourism; (ii) Agriculture, Forestry, and Fisheries; (iii) Culture and Fine Arts; (iv) Women's Affairs; (v) Environment; (vi) Rural Development; and (vii) Health, will be mobilized to provide targeted training and capacity building.

10. Both PIUs will work closely with social enterprises and existing development partners for the following interventions:

- (i) Support the expansion of potable drinking water infrastructure and equipment through co-financing with Teuk Saart 1001 social enterprise to provide potable, affordable and home delivered drinking water to 3,000 individuals and 14,100 family's members in Techo Thamacheat village;¹²
- (ii) Provide farmers with alternatives to existing expensive, polluting and high-water consumption farming practices through providing water pumps, above ground storage tanks and drip irrigation systems which have been effectively introduced by Swiss Development Cooperation "Cambodia Horticulture Advancing Income and Nutrition Project" in horticulture production in Cambodia;
- (iii) Cooperate with the Natural Agriculture Village (NAV) to support farmers growing long beans, cucumber, and watermelons on Integrated Pest Management and in achieving recognition as safe vegetables producers under the Cambodian Participatory Guarantee System, thereby helping farmers to access the more profitable safe-vegetables market through NAV's clientele network;¹³

¹¹ The consultants' terms of reference is in Appendix 5.

¹² Teuk Saat 1001 is the parent organization of O'Ve water filtration enterprises which are franchises operated by local entrepreneurs.

¹³ PGS in essence is a group-guarantee system. Individual farmers are organized into a production group and pledge to each other on following safe cultivation practices (for example, abstinence from chemical inputs). On this basis, the group as a whole is recognized as safe agricultural producers by the partnering enterprises (in this case NAV and KOC), and the farmers' produce will be marketed in the enterprises' outlets as safe produce, which often fetch a premium. Under PGS, the famers and enterprises – and to a lesser extent, consumers, local government agencies

- (iv) Cooperate with Khmer Organic Cooperative (KOC) to support farmers raising locally bred chickens under Participatory Guarantee System, which can be sold to KOC to its central market in Phnom Penh;
- (v) Cooperate with NAV, KOC, and Provincial Department of Agriculture, Fisheries and Forestry to build farmers' capacity on IPM and keep pesticides application to the minimum level to minimize the risks to human health and the environment.
- (vi) Facilitate the Asian Institute of Technology (AIT) to support farmers in Angkor Borei district to establish Cambodia's first two prawn hatcheries, with the capacity to produce feed for prawn fingerlings to create self-sufficiency in the freshwater prawn aquaculture industry;¹⁴ and
- (vii) Cooperate with Terao Litech Cambodia to facilitate tilapia fingerlings production and to provide stock for fish-rising farmers.

11. CBT management of project-funded facilities will pilot a new mechanism developed under the transaction technical assistance to underwrite the sustainability and independence of CBT groups controlling and operating project-funded facilities. Under the newly introduced sub-national approval system under Sub decree 184 (December 2019), newly formed district technical teams under the district administration offices will provide CBT groups with formal certification. This new system which delegates authority to District governments is overseen by the Provincial Department of Economy and Finance (PDoEF) and the District Office of Interior.

12. CBT management board and members will be elected based on experience and qualification for board positions and professionally trained to the Association of Southeast Asian Nations CBT Standard which has been adopted and approved by the Ministry of Tourism (MOT). The PDoEF has the mandate for executing procurement, oversight of contracts arbitration and overall transparency for CBT contracts signed by CBTs with local business, suppliers, and civil works contractors. Within this policy and legal framework, the project will support CBT control and management of tourism facilities funded by the project. The detailed procedures are as follows:

- (i) CBT groups will be established and the purpose, aim, mission statement and scope of operations of the CBT groups will be clearly defined in the by-laws of the legally registered CBTs;
- (ii) The CBT groups will be formally certified under the district registration systems;
- (iii) CBT groups will be "registered" through the MOT's Department of Product Development;
- (iv) The management board will be elected by CBT group members based on the job descriptions and skills for management board positions;
- (v) The government will provide CBT groups with legally binding land use agreements;
- (vi) At the option of the CBT groups, PDoEF will support CBT groups to issue expressions of interest and requests for proposals for local businesses to manage the restaurants at each tourist facility; The CBT groups may sign the lease agreement with local businesses for a set term, renewable based on performance including quality of services and profitability; except where the CBT group determines that restaurant operations can be profitably managed by the CBT group management;

and non-government organizations – will organize periodic farm visits to exchange information and monitor each other's farming practices to ensure compliance with safe cultivation standards. Repeated non-compliance will result in the expulsion of the violator from the production group, or else the entire group will lose the PGS recognition.

¹⁴ Currently, the fingerlings are imported from Viet Nam as Cambodia lacks capacity to breed them.

- (vii) A monthly lease/rental fee will be negotiated (which could be incrementally scaled up or as a percentage of net profits) and this rental fee will be paid into the bank accounts of the CBT groups which will be audited by PDoEF each year;
- (viii) The CBT groups will use the rental fee to provide basic services including waste management, security patrols and reserve funds for depreciation (capital replacement);
- (ix) In the event of dispute between the CBT groups and the local businesses, or between the CBT groups or local authorities, the PDoEF will act as an arbitrator as a first step. If the disputes cannot be settled by the PDoEF within the specified time frames in the land use agreement or sublease contracts, CBT groups and private sector operators can revert to the provisions of dispute resolution and arbitration provisions of the Civil Code of Cambodia (June 2003). In addition, PDoEF will support CBT groups to achieve tax exemptions from the General Department of Taxation to further underwrite financial viability of CBTs for a specified period to be agreed by the General Department of Taxation. Draft Community-Based Tourism Groups Establishment, Bylaws, and Land Use Agreement are in Supplementary Document 15.

E. Community Coordination

13. From each project area, the community will elect and appoint Community and Gender Focal Points (CGFPs) consisting of five males and five females to serve as focal points to coordinate with the PIUs on all aspects of project planning, implementation, and monitoring.¹⁵ Of the 10 CGFPs, one male and one female will be seconded and selected from each CBT group managing tourism infrastructure at Choam Khsant and Angor Borei Districts. To promote mutual ownership of project work plans, the selected CGFPs will work with PCU and PIUs to monitor and review the semiannual workplans. Before the completion of each work plan period, the PIUs and CGFPs will review accomplishments, challenges, and lessons learned before selecting activities for inclusion in subsequent work plans. This information will be presented during NPSC meetings to demonstrate successful gender inclusiveness and meaningful community participation.

F. Stakeholder Participation

14. During project preparation, comprehensive consultations were held with government ministries, provincial departments, development partners, nongovernment organizations, the Embassy of Japan in Cambodia, the Japan International Cooperation Agency, and potential project beneficiaries in the project areas.

15. Local ownership and mutual responsibility for the success of various programs will be assured through community participation in project planning and review processes. Productive working relationships between implementing partners and beneficiaries will be continually reviewed and improved through participatory planning and evaluation over the life of the project. The executing agency-based PCU and field-based project implementation consultants will actively encourage continuous dialogue between all stakeholders and facilitate adaptive management practices as required.

¹⁵ CGFPs will work closely with PIUs to review and endorse semiannual work plans, assist in the planning of detailed interventions related to tourism and community health and sanitation and gender. In total there will be 10 CGFPs (5 males, 5 females) from each project area.

16. CBT management committee members will (i) have adequate qualifications and experience for each CBT management position; (ii) be available to serve a full five-year term including training of incoming CBT committee members; (iii) be democratically elected by CBT members through secret ballot; and (v) be willing to accept the majority vote of the membership committee when voting on specific issues.

17. Beneficiary selection criteria for home stays include the following: (i) have suitable and secure homes to provide for accommodation for the needs of tourists; (ii) be willing to operate and cover the cost of maintenance of the infrastructure improvements provided by the project; (iii) be willing to join CBT group and work towards development their product and marketing and promotion for their homestays; (iv) be willing to achieve ASEAN CBT Home Stay Standard; (viii) be willing to contribute financially to the CBT groups (10% of all bookings made through the CBT groups); (ix) be willing to participate in trainings and implement the skills for micro and small enterprise development, and standards for public hygiene and environmental management (solid waste and waste water).

18. Beneficiary selection criteria for high-value agriculture include the following: (i) be willing to cover operational costs associated with the introduction of new high-value farming methods; (ii) agree to provide land to grow new and improved crops; (iii) be willing to share their knowledge with other farmers to improve farming techniques in the project's target districts; (iv) share the cost of out of pocket expenses associated with participation in training courses; (v) be willing to sell livestock for minimum and maximum prices agreed with downstream grow out farmers; (vi) at least 30% of farmers are women and 10% are female headed households; (vii) be willing to provide O&M for small scale infrastructure and equipment provided by the project; and (vii) attend training courses as specified by trainers for the full duration of the various programs.

19. Beneficiary selection criteria for community members and micro and small enterprises for the implementation of tourism standards and participation in tourism skills training, public hygiene, environmental management and awareness, gender in development and gender focal points include the following; (i) women from all social strata and 30% women and girls from poor families (ii) women-led micro and small enterprises; (iii) staff and management from micro and small enterprises; (iv) CBT members; (v) home stay operators; (vii) willingness to attend the full program of trainings; (viii) and willingness to apply the skills learned in work and income generation activities.

IV. COSTS AND FINANCING

A. Cost Estimates and Financing Plan

20. The project's total cost is estimated at \$3.71 million including contingencies, of which \$3.00 million will be financed on a grant basis from the Japan Fund for Prosperous and Resilient Asia and the Pacific (JFPR). The remaining \$0.71 million equivalent will be provided by (i) the government (\$0.51 million of in-kind contributions in the form of land on which tourism infrastructure will be constructed, salary supplement; tax exemption, and financial audit); (ii) the social enterprises (\$0.05 million) through in-kind; and (iii) local communities (\$0.15 million) also through in-kind.

21. A project vehicle valued at approximately \$40,000 will be purchased using JFPR proceeds. The project needs a project vehicle, and a cost comparison indicates that purchase is more cost effective than rental.

Table 4: Cost Estimates

Item	Amount ^a (\$ million)	Share of Total (%)
A. Base Cost^b		
1. Output 1: Local capacity for community-based tourism development and promotion strengthened	0.34	9.2
2. Output 2: Community-based tourism and livelihood activities implemented	0.68	18.2
3. Output 3: Community-based public facilities and services enhanced	1.61	43.5
4. Project management activities	0.86	23.1
Subtotal (A)	3.49	94.0
B. Contingencies^c	0.22	6.0
Total (A+B)	3.71	100.0
C. Administrative Budget Support^d	0.02	

^a Includes taxes and duties of \$269,000. Such amount does not represent an excessive share of the project cost. The government will finance taxes and duties of \$230,000 on (i) civil works, (ii) consultant remuneration and (iii) a project vehicle by tax exemption. Taxes of \$39,000 will be financed by Japan Fund for Prosperous and Resilient Asia and the Pacific grant for equipment, recurrent costs, and trainings and workshops.

^b In mid-2021 prices.

^c Physical contingencies computed at 5% for all expenditure categories. Price contingencies computed at 1.7% from 2022 to 2023 and 1.8% henceforth on foreign currency costs; and at 2.7% for 2022, 2.6% for 2023, 2.4% for 2024 and 2.2% henceforth on local currency costs; include provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

^d Additional budget support of \$20,000 to be provided by the JFPR for grant implementation and is exclusive of the grant amount.

Source: Asian Development Bank estimates.

B. Allocation and Withdrawal of Grant Proceeds

Table 5: Allocation of JFPR Grant Proceeds

No.	Item	Amount Allocated for JFPR Financing (\$)	Basis for Withdrawal from the Grant Account
1	Goods, Training, Cultural Resources and Project Management**	980,000	100% of total expenditure claimed
2	Works, Consulting Services and Vehicle**	1,797,000	100% of total expenditure claimed*
3	Unallocated	223,000	
	Total	3,000,000	

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

** Subject to the condition for withdrawal described in paragraph 5 of Schedule 2.

C. Detailed Cost Estimates by Financier

Table 6: Cost Estimates by Financier
(\$ million)

	JFPR ^f		Government		Social Enterprises		Beneficiaries		Total Cost	Duties and Taxes	
	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category		JFPR	Government
A. Investment Costs^{a,b}											
Civil Work ^c	1.11	84.0	0.11	8.4	0.00	0.0	0.10	7.6	1.32	0.00	0.11
Land for Civil Works ^c	0.00	0.0	0.20	80.0	0.00	0.0	0.05	20.0	0.25	0.00	0.00
Equipment and Supplies ^c	0.43	89.5	0.00	0.0	0.05	10.5	0.00	0.0	0.48	0.04	0.00
Training, Workshop and Seminars	0.22	100.0	0.00	0.0	0.00	0.0	0.00	0.0	0.37	0.00	0.00
Consulting Services	0.65	88.1	0.09	11.9	0.00	0.0	0.00	0.0	0.51	0.00	0.09
Cultural Resources ^d	0.06	100.0	0.00	0.0	0.00	0.0	0.00	0.0	0.13	0.00	0.00
Subtotal (A)	2.46	80.4	0.40	13.0	0.05	1.6	0.15	4.9	3.05	0.04	0.20
B. Recurrent Costs											
Project Management ^e	0.28	97.9	0.01	2.1	0.00	0.0	0.00	0.0	0.28	0.00	0.00
Project Vehicle	0.04	55.6	0.03	44.4	0.00	0.0	0.00	0.0	0.07	0.00	0.03
Government Staff Income Supplement	0.00	0.0	0.07	100.0	0.00	0.0	0.00	0.0	0.07	0.00	0.00
Subtotal (B)	0.32	74.5	0.11	25.5	0.00	0.0	0.00	0.0	0.42	0.00	0.03
Total Base Cost (A+B)	2.78	79.8	0.51	14.5	0.05	1.4	0.15	4.3	3.48	0.04	0.23
C. Contingencies											
Physical contingency	0.16	100.0	0.00	0.0	0.00	0.0	0.00	0.0	0.16	0.00	0.00
Price contingency	0.06	100.0	0.00	0.0	0.00	0.0	0.00	0.0	0.06	0.00	0.00
Subtotal (C)	0.22	100.0	0.00	0.0	0.00	0.0	0.00	0.0	0.22	0.00	0.00
Total Project Cost (A+B+C)	3.00	80.9	0.51	13.7	0.05	1.3	0.15	4.0	3.71		0.04

Note: Numbers may not sum precisely because of rounding.

^a Includes taxes and duties of \$269,000. The amount does not represent an excessive share of the project cost. The government will finance taxes and duties of \$230,000 on (i) civil works, (ii) consultant remuneration, and (iii) a project vehicle by tax exemption. Taxes of \$39,000 will be financed by the proposed Japan Fund for Prosperous and Resilient Asia and the Pacific grant for equipment, recurrent costs, and trainings and workshops. Purchase of a project vehicle is subject to the approval of the Government of Japan.

^b In mid-2021 prices.

^c Tourism infrastructure will be built on government land, which will be provided by the government as in-kind contributions. Social enterprises and beneficiaries' contributions to (i) civil works, (ii) land for civil work; (iii) equipment and supplies are all in-kind.

^d Includes budget for UNSECO and recruitment of folk artists.

^e Includes estimated audit fees of \$6,000 for the audit of the annual project financial statements for the period (2022–2026) to be financed by the government.

^f The following are ineligible expenditure: salaries for civil servants; and foreign and local travel.

Source: Asian Development Bank estimates.

D. Detailed Cost Estimates by Outputs

Table 7: Cost Estimates by Output
(\$ million)

	Output 1		Output 2		Output 3		Project Management		Total Cost
	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	
A. Investment Costs ^{a,b}									
Civil Works	0.00	0.0	0.12	9.4	1.19	90.6	0.00	0.0	1.32
Land for Civil Works ^c	0.00	0.0	0.05	20.0	0.20	80.0	0.00	0.0	0.25
Equipment and Supplies	0.03	6.1	0.25	51.5	0.13	26.7	0.06	15.7	0.48
Training, Workshop and Seminars	0.11	47.3	0.09	40.3	0.02	10.7	0.00	1.7	0.22
Consulting Services	0.15	20.5	0.17	22.5	0.07	9.3	0.35	40.7	0.74
Cultural Resources	0.06	100.0	0.00	0.0	0.00	0.0	0.00	0.0	0.06
Subtotal (A)	0.34	11.2	0.68	22.0	1.61	52.7	0.43	14.1	3.06
B. Recurrent Costs									
Project Management	0.00	0.0	0.00	0.0	0.00	0.0	0.28	100.0	0.28
Project Vehicle	0.00	0.0	0.00	0.0	0.00	0.0	0.07	100.0	0.07
Government Staff Income Supplement	0.00	0.0	0.00	0.0	0.00	0.0	0.07	100.0	0.07
Subtotal (B)	0.00	0.0	0.00	0.0	0.00	0.0	0.42	100.0	0.42
Total Base Cost	0.34	9.8	0.68	19.4	1.61	46.4	0.86	24.5	3.49
C. Contingencies									
Physical contingency	0.01	8.1	0.02	12.6	0.10	62.1	0.03	17.2	0.16
Price contingency	0.01	14.8	0.01	17.0	0.02	34.4	0.02	33.8	0.06
Subtotal (C)	0.02	10.0	0.03	13.8	0.12	54.4	0.05	21.8	0.22
Total Project Cost (A+B+C)	0.36	9.8	0.70	19.0	1.73	46.8	0.90	24.4	3.71

Note: Numbers may not sum precisely because of rounding.

Source: Asian Development Bank estimates.

E. Estimated Disbursement Schedule by Year

Table 8: Estimated Disbursement Schedule by Year
(\$ million)

Fiscal Year (FY)	Amount
2022	0.22
2023	1.43
2024	0.73
2025	0.40
2026	0.22
Total Disbursements	3.00

Source: Asian Development Bank estimates.

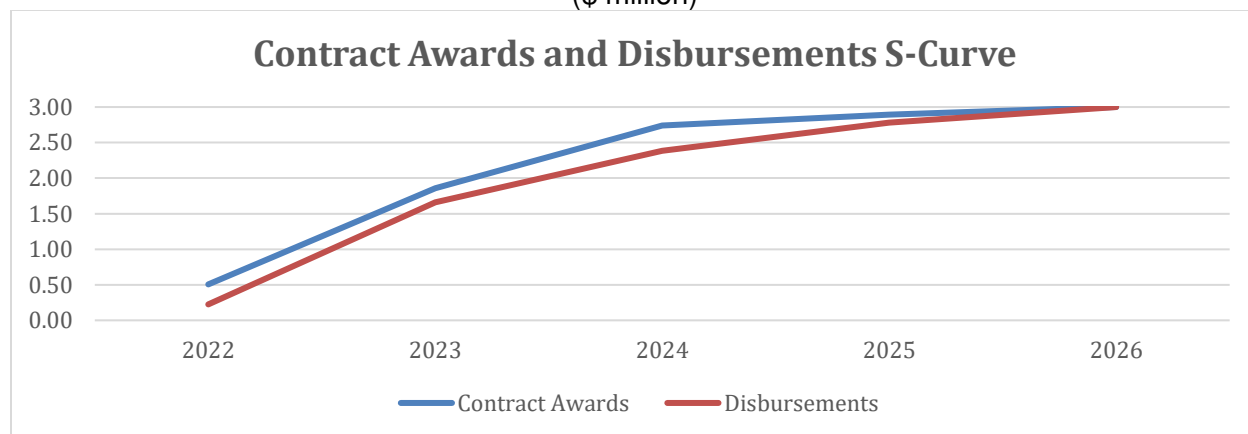
F. Contract and Disbursement S-Curve

Table 9: Contract and Disbursement S-Curve
(\$ million)

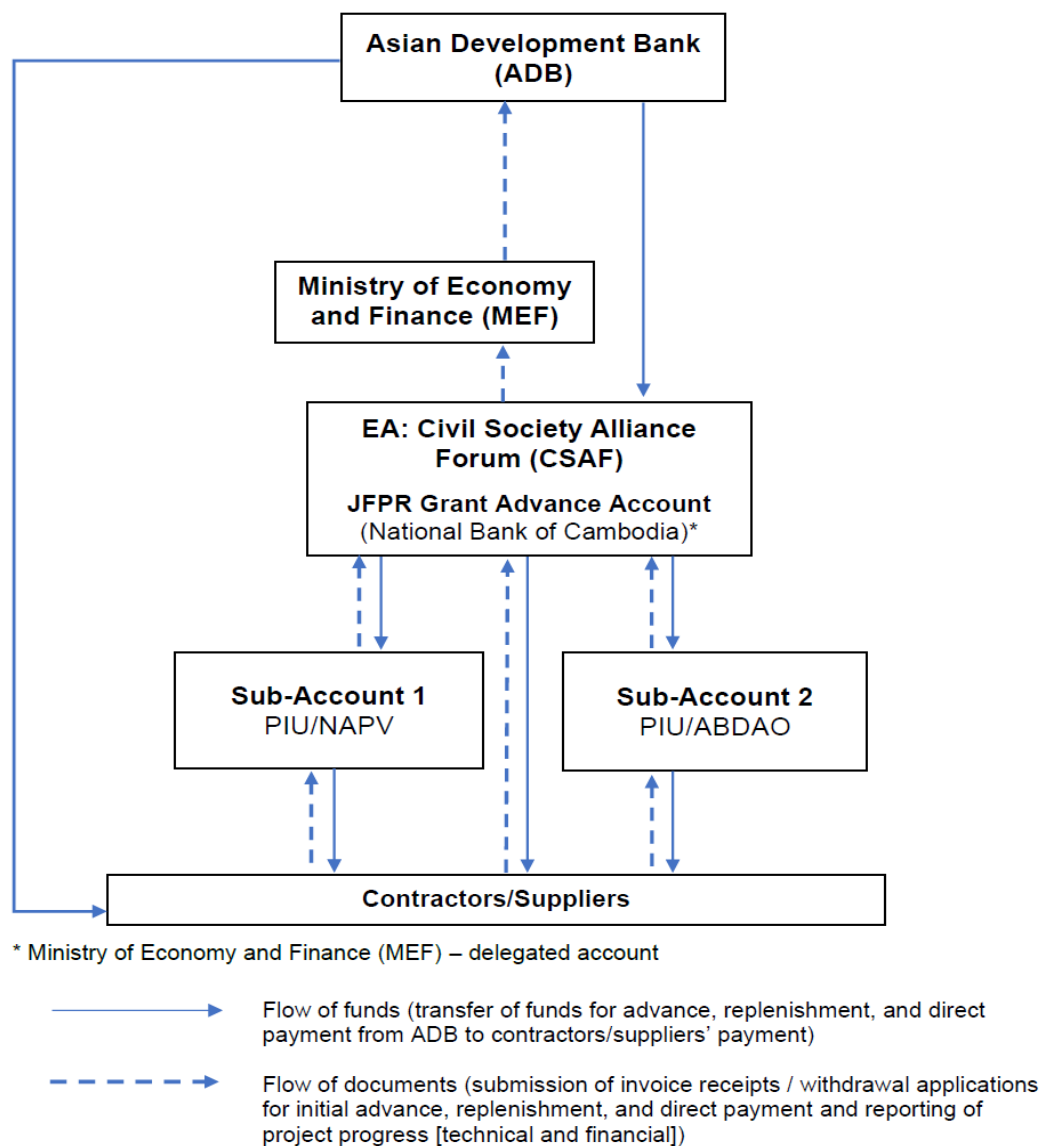
	Contract Award					Disbursement				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2022	0.00	0.05	0.23	0.23	0.50	0.00	0.10	0.02	0.10	0.22
2023	0.57	0.51	0.20	0.08	1.35	0.23	0.26	0.43	0.51	1.43
2024	0.08	0.36	0.40	0.04	0.88	0.16	0.05	0.17	0.34	0.73
2025	0.04	0.04	0.04	0.04	0.15	0.28	0.03	0.04	0.05	0.40
2026	0.04	0.07	0.00	0.00	0.11	0.04	0.18	0.00	0.00	0.22
Total					3.00					3.00

Source: Asian Development Bank estimates.

Figure 1: Contract Award and Disbursement S-Curve
(\$ million)



G. Funds Flow Diagram



V. FINANCIAL MANAGEMENT

22. The financial management assessment was conducted during August to November 2020 in accordance with ADB's Technical Guidance Note for the Financial Management Assessment (2015). The financial management assessment considered the financial management capacity, staffing, funds flow arrangements, accounting and financial reporting systems, financial information systems, internal and external auditing arrangements of CSAF as the executing agency for the project. The financial management assessment also assessed the financial management capacity of NAPV and ABDAO as implementing agencies.

23. The overall pre-mitigation financial management risk of the project was assessed as "high". The major identified risks were the following: (i) the executing and implementing agencies

have no experience in implementing ADB projects; (ii) limited capacity and experience of the executing and implementing agencies' staff in financial management, especially in financial reporting; (iii) lack of formal financial management information systems for project financial reporting; and (iv) lack of internal audit capacity for both the executing and implementing agencies.

24. CSAF, NAPV, and ABDAO will need significant support to augment financial management capacity. CSAF will be supported by: (i) a National Financial Management and Administration Specialist (17.5 months); (ii) a National Procurement and Contract Management Specialist (8 months); (iii) an Accountant and Administration Assistant (48 months); and (iv) a Procurement Assistant. Relevant staff will be trained in disbursement and financial management procedures to establish adequate capacity within 3 months of grant effectiveness, and regularly thereafter. Moreover, MEF will stringently supervise CSAF, NAPV, and ABDAO in the preparation of withdrawal applications.

25. In addition, to ensure mitigation of the identified weaknesses, the executing and implementing agencies have agreed to implement a financial management action plan throughout the project implementation period. The key measures, timeline, and respective responsibilities in the action plan are listed below:

Table 10: Time-bound Financial Management Action Plan

Weakness	Action Plan	Responsibility	Timeline
The PCU and PIU staff lack experience in implementing externally funded projects and have limited capacity in project FM. In addition, there may be a lack of adequate coordination between PCU and PIUs due to unfamiliarity with project management requirements.	The EA and IAs will each assign a Financial Officer to support the project FM.	CSAF, NAPV, ABDAO	Upon grant effectiveness
	The project to recruit, through advance contracting, an experienced National Financial Management and Administration Specialist to augment EA's capacity in project FM. For the PCU, the project will recruit an accountant, and for both PIUs, a finance and administration assistant to augment IA's capacity in project FM.	CSAF, NAPV, ABDAO, and ADB	Upon grant effectiveness
	The project to provide, through (i) a training workshop and (ii) on the job training, capacity building support on the following areas: (i) disbursement procedures (ADB's Loan Disbursement Handbook); (ii) FM requirements (FMM, SOP, ADB FM policies and guidelines on project financial reporting); (iii) PAM coordination responsibilities throughout project implementation and (iv) project	CSAF, NAPV, ABDAO, and ADB	Upon 3 months of grant effectiveness

Weakness	Action Plan	Responsibility	Timeline
	management.		
The PCU has limited capacity to prepare FMRs and does not have capacity to show financial information and physical progress in one report as shown in the FMM.	The project will provide training and capacity building support on FM requirements (FMM, SOP, ADB FM policies and guidelines on project financial reporting) to ensure understanding on how to prepare comprehensive FMRs and project financial statements.	CSAF, NAPV, ABDAO, National Financial Management and Administration Specialist, and ADB	Upon 6 months of grant effectiveness
EA and IAs have no formal FM information systems/accounting software to record financial transactions. There is a risk of human error and manipulation as Excel spreadsheets are used to record transactions and prepare FMRs.	The project to procure accounting software to help EA and IAs prepare FMRs and project financial statements with ease.	CSAF, NAPV, ABDAO, National Financial Management and Administration Specialist, and ADB	Upon 6 months of grant effectiveness
	The project will provide staff training on proper usage of accounting software to facilitate preparation of FMRs and project financial statements.	CSAF, NAPV, ABDAO, and National Financial Management and Administration Specialist	One month after procurement of accounting software
Capacity in internal audit is lacking.	The EA to request support from the Office of the Council of Ministers' internal audit department on including the project in its regular internal audit work program to ensure regular and independent reviews of the project's internal controls and processes are conducted.	CSAF	During grant implementation

ABDAO = Angkor Borei District Administration Office, ADB = Asian Development Bank, CSAF = Civil Society Alliance Forum, EA = executing agency, FM = financial management, FMM = financial management manual, FMR = financial management report, IA = implementing agency, NAPV = National Authority for Preah Vihear, PAM = project administration manual, PCU = project coordination unit, PIU = project implementation unit, SOP = standard operating procedures.

Source: Asian Development Bank.

A. Disbursement

26. The JFPR grant proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time),¹⁶ and detailed arrangements agreed upon between the government and ADB. In addition, they will attend training courses on disbursement offered by ADB and the Cambodia Resident Mission.

27. Fund flows will be arranged following the standard operating procedures and Financial Management Manual of the government, ADB's *Loan Disbursement Handbook* (2017) and

¹⁶ Available at http://www.adb.org/Documents/Handbooks/Loan_Disbursement/loan-disbursement-final.pdf

procedures, and discussions with CSAF and ADB. The fund flow for the project is presented in Section G above.

28. ADB direct payment procedures will also be used to pay suppliers, contractors, and consultants. With oversight of CSAF, the PCU will be responsible for preparing the annual contract awards and disbursement projections, including in (i) requesting budgetary allocations for counterpart funds; (ii) preparing withdrawal applications; and (iii) collecting supporting documents for the project expenditures which they have incurred.

29. **Advance Account Procedure.** After grant effectiveness, MEF's General Department of International Cooperation and Debt Management will open an advance account for the grant funds in the National Bank of Cambodia. The General Department of International Cooperation and Debt Management will then transfer the control of the advance account to CSAF, thereby delegating the advance account. Two subaccounts will be opened for NAPV and ABDAO. The currency of the advance and sub-advance accounts will be the United States dollars. ADB and the government's disbursement procedures will be followed for the withdrawal of grant funds through the advance and subaccounts. The executing agency, who will administer the advance is accountable and responsible for proper use of advances to the advance account, including advances to any subaccounts.

30. The total outstanding amount of the advance account should not exceed 10% of the grant amount or the estimated expenditure for the next 6 months, whichever is lower.¹⁷ The request for initial advance to the advance account should be accompanied by an Estimate of Expenditure Sheet setting out the estimated expenditures for the first 6 months of project implementation, and submission of evidence satisfactory to ADB that the advance account has been duly opened.¹⁸ For every request for liquidation and replenishment of the advance account, the recipient will furnish to ADB: (i) Statement of Account (bank statement) where the advance account is maintained; (ii) the Advance Account Reconciliation Statement reconciling the above-mentioned bank statement against the executing agency's records, and (iii) other supporting documents as required and in accordance with ADB's Loan Disbursement Handbook (2017, as amended from time to time).¹⁹

31. **Statement of Expenditure Procedure.**²⁰ The Statement of Expenditure (SOE) procedure will be used for reimbursement and to liquidate and replenish the advance account for eligible expenditures. The ceiling of the SOE procedures is agreed at the equivalent of \$30,000 per individual payment. Supporting documents and records for the expenditure claimed under the SOE procedure should be maintained and made readily available for review by ADB's disbursement and review mission or upon ADB's request for submission of supporting documents on a sampling basis, and for independent external audit. Reimbursement and liquidation of individual payments in excess of the SOE ceiling should be supported by full documentation when submitting the withdrawal applications to ADB.

32. Before the submission of the first withdrawal application, the recipient should submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the government, together with the authenticated specimen signatures of each

¹⁷ Bank charges will be financed by the JFPR grant.

¹⁸ Estimate of Expenditure Sheet is available in Appendix 8A of the Loan Disbursement Handbook.

¹⁹ Advance Account Reconciliation Statement is available in Appendix 8B of the Loan Disbursement Handbook.

²⁰ SOE forms are available in Appendix 7B of ADB's Loan Disbursement Handbook (2015, as amended from time to time).

authorized person. The minimum value per withdrawal application is \$200,000, as stipulated in the *Loan Disbursement Handbook* (2017, as amended from time to time) or lower subject to endorsement by the project officer. Individual payments below such amount should be paid (i) by the executing agency and/or implementing agency and subsequently claimed to ADB through reimbursement, or (ii) through the advance fund procedure, unless otherwise accepted by ADB. The recipient should ensure sufficient category and contract balances before requesting disbursements. Use of ADB's Client Portal for Disbursements (CPD)²¹ system is encouraged for submission of withdrawal applications to ADB.

33. **Disbursement conditions.** No withdrawals shall be made from the grant account until each implementing agency has established a project implementing unit and engaged financial and administrative staff; and the executing agency has established the project coordination unit, engaged financial management, administrative, accounting, procurement and contract management staff; and both the executing agency and the implementing agencies have undertaken training and capacity building in relevant areas of ADB policies and procedures on procurement, disbursement, and financial management.

B. Accounting

34. The executing agency will maintain, or cause to be maintained, separate books and records by funding source for all expenditures incurred on the project by adopting the Cambodian Public Sector Accounting Standards – cash. The executing agency will prepare project financial statements in accordance with the government's accounting laws and regulations, which are consistent with international accounting principles and practices.

C. Auditing and Public Disclosure

35. The executing agency will cause the detailed annual project financial statements to be audited in accordance with the Cambodian International Standards on Auditing, by an independent auditor acceptable to ADB. The audited project financial statements together with the auditor's opinion will be submitted in the English language to ADB within 6 months of the end of the fiscal year by the executing agency.

36. The executing agency will cause the detailed annual project financial statements to be audited in accordance with the Cambodian International Standards on Auditing, by an independent auditor acceptable to ADB. The audited project financial statements together with the auditor's opinion will be submitted in the English language to ADB within 6 months of the end of the fiscal year by the executing agency.

37. The annual audit report for the project financial statements will include an audit management letter and audit opinions which cover (i) whether the project financial statements present a true and fair view or present fairly, in all material respects, the project's financial position, performance, and cash flows in accordance with the applicable financial reporting framework; (ii) whether grant proceeds were used only for the purposes of the project or not; and (iii) the level of compliance for each financial covenant contained in the legal agreements for the project.

38. Compliance with financial reporting and auditing requirements will be monitored by review

²¹ The CPD facilitates online submission of withdrawal application to ADB, resulting in faster disbursement. The forms to be completed by the Borrower are available online at <https://www.adb.org/documents/client-portal-disbursements-guide>.

missions and during normal program supervision, and followed up regularly with all concerned, including the external auditor.

39. The government, executing agency, and implementing agencies have been made aware of ADB's approach to delayed submission, and the requirements for satisfactory and acceptable quality of the audited project financial statements.²² ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the borrower), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

40. Public disclosure of the project financial statements, including the audit report on the project financial statements, will be guided by ADB's Access to Information Policy (2018). After review, ADB will disclose the project financial statements for the project and the opinion of the auditors on the financial statements within 14 calendar days of the date of their acceptance by posting them on ADB's website. The audit management letter will not be disclosed.

VI. PROCUREMENT AND CONSULTING SERVICES

41. All procurement of goods, works, consulting and non-consulting services will follow ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time), and will be subject to ADB's prior review.

A. Advance Contracting

42. No contracts will be signed prior to grant effectiveness. All advance contracting will be undertaken following ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time) and its associated staff instructions. Advance contracting shall be applied for (i) the construction of the O Svay Lake tourist center in Preah Vihear, (ii) a project vehicle, (iii) office equipment; (iv) office furniture; and (v) seven consultancy contracts, (a) an International Tourism Development/Project Management Specialist - Team Leader, (b) a National Financial Management and Administration Specialist, (c) a National Procurement and Contract Management Specialist, (d) a National Civil Engineer; (e) a National Physical Cultural Resources Conservation Specialist, (f) Freshwater Prawn Aquaculture Technical Services; and (g) a National Firm to Support CBTs. Procurement procedures for all advance contracts will be subject to ADB's prior review. The executing and implementing agencies have been advised that approval of advance actions does not commit ADB to finance the project. The steps to complete advance contracting include (i) for civil works and goods – tendering, bid evaluation and notice of contract award (ii) for individual consultants

²² ADB approach and procedures regarding delayed submission of audited project financial statements:

- (i) When audited project financial statements are not received by the due date, ADB will write to the executing agency advising that (i) the audit documents are overdue; and (ii) if they are not received within the next 6 months, requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed.
- (ii) When audited project financial statements have not been received within 6 months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters. ADB will (i) inform the executing agency of ADB's actions; and (ii) advise that the loan may be suspended if the audit documents are not received within the next 6 months.
- (iii) When audited project financial statements have not been received within 12 months after the due date, ADB may suspend the loan.

– advertising (receiving of expression of interest [EOI]), evaluation and shortlisting (iii) for firms (CQS CBT firm) – advertising, evaluation of EOIs, issuance of RFP evaluation, and negotiations (iv) for (the direct selection for Freshwater Prawn Aquaculture Technical Services) issuance of RFP including cost estimates and evaluation, and negotiations.

B. Procurement of Goods, Works, and Consulting Services

43. All procurement of goods, works, and consulting services will be undertaken in accordance with ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time).

44. In case of inconsistency between ADB procedures and the *Standard Operating Procedures for Externally Financed Projects in Cambodia* (December 2019), ADB procedures will prevail. The Project will recruit a National Procurement and Contract Management Specialist to assist and provide guidance to PCU on procurement of works, goods, and services.

45. Open Competitive Bidding (OCB) national methods will be used for civil works valued above \$100,000 up to \$3,000,000; and request for quotation (RFQ) procedures will be used for civil works valued at \$100,000 and below. Goods packages are expected to cost not more than \$100,000 and RFQ (both with advertisement and no advertisement) procedures will be used.

46. Before the start of any procurement, ADB and the government will review the public procurement laws of the government of Cambodia to ensure consistency with ADB's Procurement Policy (2017, as amended from time to time) and *Standard Operating Procedures for Externally Financed Projects* (December 2019). All procurement through OCB national method will follow the applicable public procurement laws in Cambodia.

47. An 18-month procurement plan indicating threshold and review procedures, goods, works, and consulting service contract packages, OCB national method, bidding guidelines is in Section C. A Strategic Procurement Plan was prepared to ensure value for money is achieved for the procurement of works, goods and consulting services.

C. Procurement Plan

Basic Data		
Project Name: Community-Based Tourism COVID-19 Recovery Project		
Project Number: 53243-001	Approval Number: TBA	
Country: Cambodia	Executing Agency: Civil Society Alliance Forum	
Project Procurement Classification: B	Implementing Agency: National Authority for Preah Vihear & Angkor Borei District Administration Office	
Procurement Risk: Medium		
Project Financing Amount: \$3,710.000 ADB Financing: None Co-financing (ADB Administered): \$3,000.000 Non-ADB Financing: Government: \$510,000 (in kind and tax exemption) Beneficiaries: \$150,000 (in kind) Small Enterprise \$50,000 (in kind)	Project Closing Date: 28 February 2027	
Date of First Procurement Plan: 15 November 2021	Date of this Procurement Plan: 15 November 2021	
Procurement Plan Duration: 18 months	Advance contracting: Yes	eGP: No

1. Methods, Review and Procurement Plan

48. Except as the Asian Development Bank (ADB) may otherwise agree, the following methods shall apply to procurement of goods, works, non-consulting services, and consulting services.

Procurement of Goods, Works and Non-consulting Services	
Method	Comments
RFQ for Goods ²³	Used for low value and/or non-complex packages. The first RFQ package shall be subject to prior review, with the remainder subject to post review (sampling). Packages with estimated value equal to or below \$25,000 are “without advertising”, while packages from \$25,001 and above are “with advertising”.
Open Competitive Bidding (OCB) for Works ²⁴	National advertising is acceptable for all packages. First works package subject to prior review, remainder subject to post review (sampling)
RFQ for Works	Used for low value and/or non-complex packages. The first RFQ package shall be subject to prior review, with the remainder subject to post review (sampling). Packages with estimated value equal to or below \$25,000 are “without advertising”, while packages from \$25,001 and above are “with advertising”.

Consulting Services	
Method	Comments
Consultants Qualifications Selection for Consulting Firm	Selection based on the qualifications of promotion and marketing and CBT support firm
Direct Selection for Consulting Firm	Direct selection for Asian Institute of Technology
Individual Consultant Selection	International and national experts/specialists

2. List of Active Procurement Packages (Contracts)

49. The following table lists goods, works, nonconsulting, and consulting services contracts for which the procurement activity is either ongoing or expected to commence within the procurement plan’s duration.

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
CW01	O Svay Lake Tourist Center and Tourism Access Civil Works	436,000	OCB National	Prior	1S1E	Q1/2022	Advertising: Yes National Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No

²³ MEF harmonized SOPs (2019) RFQ is equivalent to “Shopping” for goods and works - with and without advertising. The threshold for advertising is above \$25,001.

²⁴ MEF harmonized SOPs (2019) National Competitive Bidding is equivalent to OCB with national advertisement.

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
							Type of Bidding Document: SOP NCB- for Works Advance Contracting: Yes eGP: No
CW02	Angkor Borei Tourist Center and Tourism Access Civil Works	421,000	OCB National	Prior	1S1E	Q3/2022	Advertising: Yes, National Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: SOP NCB- for Works Advance Contracting: No eGP: No
CW03	Small scale works for prawn hatcheries	21,000	RFQ	Prior	1S1E	Q4/2022	Advertising: No. Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping without advertisement for works Advance Contracting: No eGP: No
CW04	Small scale works for homestays and	50,000	RFQ	Post (Sampling)	1S1E	Q4/2022	Advertising: Yes, National

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
	agritourism farms						Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping with advertisement for Works Advance Contracting: No eGP: No
G01	Office Equipment Lot 1 Laptops, computers, printers and digital equipment and Lot 2 Accounting Software (Sage 50)	32,000 30,000 2,000	RFQ	Prior	1S1E	Q2/2022	Advertising: Yes, National Number of contracts: Two (2) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping with advertisement for Goods Advance Contracting: Yes eGP: No
G02a	Office Furniture for PCU and PIUs	15,000	RFQ	Post (Sampling)	1S1E	Q2/2022	Advertising: No Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document:

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
							Shopping without advertisement for Goods Advance Contracting: Yes eGP: No
G02b	Office Furniture for PV tourist center	14,000	RFQ	Post (Sampling)	1S1E	Q2/2022	Advertising: No Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping without advertisement for Goods Advance Contracting: No eGP: No
G02c	Office Furniture for AB tourist center	14,000	RFQ	Post (Sampling)	1S1E	Q2/2022	Advertising: No Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping without advertisement for Goods Advance Contracting: No eGP: No
G03	Information Signage	9,000	RFQ	Post (Sampling)	1S1E	Q1/2023	Advertising: No Number of contracts:

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
							One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping without advertisement for Goods Advance Contracting: No eGP: No
G04	Equipment for Homestays	10,000	RFQ	Post (Sampling)	1S1E	Q3/2022	Advertising: No Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping without advertisement for Goods Advance Contracting: No eGP: No
G05	Water pumps	66,000	RFQ	Post (Sampling)	1S1E	Q4/2022	Advertising: Yes National Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping with

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
							advertisement for Goods Advance Contracting: No eGP: No
G06	Drip irrigation and storage tanks	62,000	RFQ	Post (Sampling)	1S1E	Q4/2022	Advertising: Yes National Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping with advertisement for Goods Advance Contracting: No eGP: No
G07	Feed machines	66,000	RFQ	Post (Sampling)	1S1E	Q4/2022	Advertising: Yes National Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping with advertisement for Goods Advance Contracting: No eGP: No
G08	Solid Waste Management Equipment	25,000	RFQ	Post (Sampling)	1S1E	Q4/2022	Advertising: No

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
							Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping without advertisement for Goods Advance Contracting: No eGP: No
G09	Potable Water Supply	52,000	RFQ	Post (Sampling)	1S1E	Q4/2022	Advertising: Yes National Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No Type of Bidding Document: Shopping with advertisement for Goods Advance Contracting: No eGP: No
G10	Vehicle	40,000	RFQ	Post (Sampling)	1S1E	Q2/2022	Advertising: Yes National Number of contracts: One (1) Prequalification of Bidders: No Domestic Preference: No

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
							Type of Bidding Document: Shopping with advertisement for Goods Advance Contracting: Yes eGP: No

Consulting Services							
Package Number	General Description	Estimated Value (\$)	Selection Method	Review	Type of Proposal	Advertisement Date	Comments
CS01	International Tourism Development and Project Management Specialist – Team Leader	114,000	ICS	Prior	-	Q2/2022	Type: Individual Assignment: International Expertise: Tourism and project management Advertisement International Advance Contracting: Yes eGP: No
CS02	National Financial Management and Administration Specialist	60,000	ICS	Prior	--	Q2/2022	Type: Individual Assignment: National Expertise: Finance and Admin Advertisement National Advance Contracting: Yes eGP: No
CS03	National Field Coordinator	51,000	ICS	Prior	-	Q2/2022	Type: Individual Assignment: National Expertise: Field coordination

Consulting Services							
Package Number	General Description	Estimated Value (\$)	Selection Method	Review	Type of Proposal	Advertisement Date	Comments
							Advertisement National & CMS Advance Contracting: No eGP: No
CS04	National Procurement and Contract Specialist	33,000	ICS	Prior	-	Q2/2022	Type: Individual Assignment: National Expertise: Procurement Advertisement National Advance Contracting: Yes eGP: No
CS05	National Gender and M&E Specialist	49,000	ICS	Prior	-	Q2/2022	Type: Individual Assignment: National Expertise: GAD Advertisement National Advance Contracting: No eGP: No
CS06	International Community Enterprise Development Specialist	61,000	ICS	Prior	-	Q2/2022	Assignment: International Expertise: Enterprise development Advertisement National Advance Contracting: No eGP: No
CS07	National Environmental Specialist	15,000	ICS	Prior	-	Q2/2022	Assignment: National Expertise : Environmental

Consulting Services							
Package Number	General Description	Estimated Value (\$)	Selection Method	Review	Type of Proposal	Advertisement Date	Comments
							Advertisement National Advance Contracting: No eGP: No
CS08	National Social Safeguards Specialist (IR)	15,000	ICS	Prior	-	Q2/2022	Assignment: National Expertise: IR Specialist Advertisement National Advance Contracting: No eGP: No
CS09	National Civil Engineer	32,000	ICS	Prior	-	Q2/2022	Assignment: National Expertise: Engineering Advertisement National Advance Contracting: Yes eGP: No
CS10	Freshwater Prawn Aquaculture Technical Services	66,000	Direct Selection	Prior	Bio-Data	Q2/2022	Assignment: International Expertise: Aquaculture Advertisement NA Advance Contracting: Yes eGP: No
CS11	Provincial Marketing and Promotion	89,000	CQS	Prior	Bio-Data	Q3/2022	Assignment: National Expertise: Marketing Advertisement National Advance Contracting: No

Consulting Services							
Package Number	General Description	Estimated Value (\$)	Selection Method	Review	Type of Proposal	Advertisement Date	Comments
							eGP: No
CS12	National Physical Cultural Resources Conservation Specialist	14,000	ICS	Prior	-	Q2/2022	Assignment: National Expertise: Archeological Advertisement NA Advance Contracting: Yes eGP: No
CS13	CBT Support Package	80,000	CQS	Prior	Bio Data	Q2/2022	Assignment: National Expertise: CBT Advertisement National Advance Contracting: Yes eGP: No

D. Consultant's Terms of Reference

50. The outline terms of references for all consultants are in Appendix 5. The total consulting service requirements is estimated at 84 person-months represented by 11 person-months of international and 75 person-months of national consultants.

51. Project implementation support consultants will provide their inputs individually under the management of the PCU's project manager supported by the International Tourism Development and Project Management Specialist/Team Leader to strengthen project management and operational capacity of the executing and implementing agencies. The International Tourism Development and Project Management Specialist/Team Leader will coordinate the inputs of technical consultants and firms to ensure assignments are properly monitored. All individual and firm consultants formally report to the Project Manager. The International Tourism Development/Project Management Specialist - Team Leader will support coordination and supervision of the other consultants.

52. The consulting firm for Freshwater Prawn Aquaculture Technical Services will be recruited using direct contracting, as this assignment requires highly specialized skills which are not available in Cambodia. Market research has confirmed that the Asian Institute of Technology (AIT) is the only regional freshwater hatchery consultancy that is able to deliver the technical training required by the project.

Table 11: Summary of Project Implementation (Individual) Consultants²⁵

No.	Consulting Services	Person-month
CS01	International Tourism Development/Project Management Specialist – Team Leader	7.0
CS02	National Financial Management and Administration Specialist	17.5
CS03	National Field Coordinator	17.5
CS04	National Procurement and Contract Specialist	8.0
CS05	National Gender and M&E Specialist	12.0
CS06	International Community Enterprise Development Specialist	4.0
CS07	National Environmental Specialist	4.0
CS08	National Social Safeguards Specialist (Involuntary Resettlement)	4.0
CS09	National Civil Engineer	9.0
CS10	Freshwater Prawn Aquaculture Technical Services	Lump sum contract
CS11	Tourism Marketing and Promotion Services	Lump sum contract
CS12	National Cultural Physical Resources and Conservation Specialist	3.0
CS13	National Firm – CBT Support Package	Lump sum contract
	Total	86.0

VII. SAFEGUARDS

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

A. Environment Safeguards

54. The project is classified as Category B for environment. An initial environmental examination (IEE) was prepared for the project sites in Techo Thamacheat village and Angkor Borei district. Adverse environmental impacts are expected to be limited, site-specific and reversible, as analyzed in the IEE. These impacts will be managed through the environmental and social management plan (ESMP) including on cultural resources. Domestically no impact assessment is required except the ESMP which is consistent with that in the IEE for ADB.

55. The executing agency through the implementing agencies shall ensure that:
- (i) The project is implemented in accordance with the country's laws and regulations related to environment, health and safety (EHS), including requirement on COVID-19, as well as ADB's Safeguard Policy Statement (2009), as reflected in the ESMP;
 - (ii) The ESMP shall be included in the bidding and contracts requiring contractors to comply with all applicable provisions and requirements;
 - (iii) Adequate budget and staff resources are allocated for the ESMP implementation;

²⁵ For individual consultants (excluding time inputs for the three firms).

- (iv) During construction, the arrangement for supervision, monitoring and reporting of the ESMP implementation consists of the followings in order to be more cost-effective:
 - (a) The National Civil Engineer and the resident engineers who will be on site will carry out routine checking and need to submit to the PIU at least monthly report on civil work progress and quality as well as contractors' performance on the ESMP;
 - (b) On top of that, the PCU and PIUs supported by their environmental staff and consultants will carry out on-site supervision and inspection on random basis, and record in writing the findings and corrective actions if any;
 - (c) Quantitative monitoring as specified in the ESMP will be undertaken by an external monitoring entity recruited by the PCU. The monitor will submit to the testing results, explanation if they comply with applicable standards or not, and analyze the reason for any non-compliance. A budget \$10,000 from JFPR Grant is allocated for this purpose.
 - (d) Based on the work of items (a) to (c) above, the PCU supported by its consultant can readily compile semiannual reports to ADB on ESMP implementation.
- (v) During operation phase, the measures developed as part of the ESMP provides guidance, procedure and requirements for all major parties involved (the PIUs, relevant local authorities, operators, etc.) to follow to ensure compliance with applicable EHS requirements.

56. A grievance redress mechanism (GRM) will be established in each project community in compliance with ADB's SPS (2009) requirement to prevent and address community concerns and adequately reverse any negative environment and social impacts. The GRM will be accessible to all stakeholders in the communities, including vulnerable groups such as women and youth. Multiple points of entry, including face-to-face meetings, written complaints, telephone conversations, or e-mail, will be available. Details about the GRM can be found in the IEE and Stakeholder Communication and Participation Plan (SCPP) in Table 13.

57. CSAF will appoint a Safeguards Officer tasked with the above key work and those detailed in the ESMP. The CSAF needs to ensure domestic EHS compliance and secure relevant approvals/permits before the project effectiveness. The project will recruit a National Environmental Specialist to support the PCU Safeguards Officer for the above tasks.

58. **Disclosure.** The executing and implementing agencies will be responsible for disclosing all safeguard reports at the provincial level and on the CSAF's website. During project implementation, the semiannual environmental and social safeguards monitoring reports will be submitted to ADB every six months which will cover the reporting period from January to June (submitted in July) and July to December (submitted in January) for disclosure on ADB's website.

B. Social Safeguards

59. **Involuntary Resettlement.** The project is classified as category C for involuntary resettlement in accordance with ADB's SPS (2009). The due diligence and site assessments have been completed for Techo Thamacheat village and Angkor Borei district. It is confirmed that all the selected tourism facilities are located on state-owned land. Neither private land acquisition nor resettlement impacts are expected.

60. All the planned civil works will take place within the demarcated land areas. Consultations were conducted and a social due diligence report has been prepared to reflect the outcomes of the assessment and consultations with communities and local government authorities. Detailed engineering design (DED) for most facilities were prepared, and due diligence completed and covers all phases of construction. The PCU will appoint a Safeguards Officer who will oversee monitoring of both environmental and social safeguards to ensure compliance with ADB's SPS (2009) requirements. The PCU will be supported by a National Social Safeguards Specialist, and a National Physical Cultural Resources Conservation Specialist. During implementation, the PCU, with the assistance of the relevant specialists, will update the safeguards documents as the DED for the remaining facilities are finalized.

61. **Indigenous Peoples.** The project is classified as category C for Indigenous Peoples safeguards in accordance with ADB's SPS (2009). The due diligence confirmed that the project will not impact on indigenous peoples as it is not being implemented in indigenous communities. The project will not affect the dignity, human rights, livelihood systems, or culture of indigenous peoples or affect the territories of natural or cultural resources that indigenous peoples own, use, occupy, or claim as their ancestral domain.

62. The government ensures that the project will not finance any project activities and tourism facilities entailing impact on ethnic minorities or indigenous peoples. The due diligence report will be updated in the event that there is any change to the DED or work methods as agreed between the executing agency and ADB.

VIII. GENDER AND SOCIAL DIMENSIONS

63. A Social, Poverty and Gender Safeguards Assessment (SPGSA) was conducted in accordance with ADB guidelines to determine the socioeconomic characteristics of the project areas. The SPGSA includes social, poverty, and gender analysis, and information collected through meaningful consultations with communities living in the project areas. A summary poverty reduction and social strategy has been prepared to present benefits of the project, address and mitigate negative social impacts and enhance an equitable outcome for project beneficiaries.

64. The project is categorized Effective Gender Mainstreaming under ADB's project gender classification system. Project features ensure women's participation in the design and function of tourism facilities at O Svay Lake and Angkor Borei tourist facilities and women's participation in piloting selected high-value agricultural production interventions. The project has specifically targeted small and micro enterprise development, high-value agriculture diversification and gender-sensitive environmental and public health including COVID-19 preventions, clean water, and solid waste management awareness raising programs. Increasing women's representation in project management and leadership roles in CBT had been prioritized (Table 13).

65. Gender action plan (GAP) implementation and monitoring is estimated to cost about \$194,331 including (i) \$36,303 for gender training, gender responsive tourism services and agriculture trainings and workshops; (ii) \$31,818 for homestay renovation; (iii) \$48,360 for different agriculture equipment supports, (iv) \$49,000 for the National Gender and M&E Specialist and (iv) \$28,800 for the Gender and M&E Assistants to be financed by the project. The executing and implementing agencies with support from the National Gender and M&E Specialists will collect sex-disaggregated baseline data at project inception and be responsible for implementation of the GAP. The PCU and PIUs will appoint counterpart Gender and M&E Officers and Assistants to manage and monitor the implementation of GAP activities which will be articulated in semiannual workplans. In addition, communities will provide 10 gender and

community focal points to support GAP implementation and the GAP monitoring table will be included in the project's quarterly progress reports reviewed by ADB and the NPSC. ADB will conduct detailed GAP reviews as part of the project's midterm and final evaluations.

Table 12: Gender Action Plan

Gender Objective	Actions/ Targets
Outcome: Tourism developed and incomes increased in project villages	
	Average total gross annual household income increased by 20% in Techo Thamacheat village and by 25% in Prek Taphor village (2020 Baseline: \$1,570 in Techo Thamacheat village, \$1,721 in Prek Taphor village) (DMF a)
Output 1: Local capacity for community-based tourism development and promotion strengthened.	
<p>3.1. Women's position and leadership in management committees is achieved and promoted in community based eco and cultural tourism development, implementation and management.</p>	<p>1.1.1. At least 30%^a of the members of each CBT group are women; on average (2020 Baseline: 0) (DMF 1c)</p> <p>1.1.2. At least 40% of the management committee^b in CBT groups are women (2020 Baseline: 0) (DMF 1d)</p> <p>1.1.3. At least 50% of female management committee members are trained on CBT operations and promotion^c (2020 Baseline: 0) (DMF 1e)</p> <p>1.1.4. Female management committee members are fully involved in inventory of local intangible cultural assets and traditional practices prepared by each CBT and shared with MCFA, MOT and CATA for record keeping, tourism product development and promotion.^d</p> <p>1.1.5. Female management committee members of CBT group are proactive and in communication, coordination and facilitation with local authorities, MCFA, MOT, CATA and others in promoting cultural and tourism services of the project sites.^e</p> <p>1.1.6. At least 50% of the trainers for capacity building for CBT groups are female.^f</p> <p>1.1.7. At least 20% of the CBT and high-value agricultural trainees are women (2020 Baseline: 0) (DMF 1f).</p> <p>1.1.8. At least 80% of trainees report increased knowledge on CBT and high value agriculture.</p>
Output 2: Community-based tourism and livelihood activities implemented.	
<p>2.1. Female Headed Households experience increased access capacity building support for selected high value agriculture and tourism services.</p>	<p>2.1.1 Tourism-related and high-value agriculture livelihoods supported to at least 200 individuals (disaggregated by household composition [male-head; female-head; number of dependents]) (2020 Baseline: 0) (DMF 2a)^g</p> <p>2.1.2 At least 10% of the individuals receiving tourism-related and high-value agriculture livelihoods are FHHs (2020 Baseline: 0) (DMF 2b)</p>
Output 3: Community-based public facilities and services enhanced.	
<p>3.1. Ensuring better, more efficient and gender equitable community based public facilities in the Techo Thamacheat village and Angkor Borei sites.</p>	<p>3.1.1 At least 30% of attendees in consultation meetings on infrastructure design are women (2020 Baseline: 0%) (DMF 3b)</p> <p>3.1.2 Gender sensitive and inclusive features^h are incorporated in the infrastructure design to ensure equitable access to and benefits from newly built public facilities.</p> <p>3.1.3 At least 20% of unskilled labor are women; and contractors commit to ensuring equal pay for work of equal value for male and female workers. (2020 Baseline: 0%) (DMF 3c)ⁱ</p> <p>3.1.4 At least 10% of female in the project villages to generate income from project facilities and activities, as CBT staff, tourism-related service providers (e.g., homestay and guiding), souvenir vendors, or farmers.^j</p>
Project Management and Gender-Specific Activities:	

Gender Objective	Actions/ Targets
4.1	Recruitment of a National Gender & Social Development Specialist completed early to ensure participation in detailed design activities.
4.2	Training on GAP implementation and monitoring will be delivered to PCU, and key implementing partners.
4.3	Sex-disaggregated data will be collected by the contractor in fulfillment of DMF and GAP reporting requirements.

CATA = Cambodian Associations of Travel Agents, CBT = community-based tourism, DMF = design and monitoring framework, FHH = female headed households, GAP = gender action plan, MCFA = Ministry of Culture and Fine Arts, MOT = Ministry of Tourism, PCU = project coordination unit,

^a In line with the national strategic plan of the Ministry of Women's Affairs (Nearay Ratanak V).

^b CBT group leadership roles include strategic management, coordination, and facilitation (not confined to administrative and secretarial duties)

^c Training topics include CBT group formation and organization, guiding and servicing, food and lodging hygiene, maintenance of tourist-related infrastructure, financial management, domestic and intra-GMS marketing activities, tourism management, community relationship, product development and marketing, sanitation and hygiene (including COVID-19 related response).

^d Executing/Implementing agencies need to take records and minutes, to document female participants' inputs

^e Executing/Implementing agencies need to take records and minutes, to document female participants' inputs

^f The percentage should be consistent with the percentage of CBT group female membership (Target 1.1.1)

^g 306 households including 10% of female-headed households in the two project communities

^h Public infrastructure accessible to people with disabilities, effective lighting to ensure safety for women, separate toilets for men and women, etc.

ⁱ 20% of total working days of unskilled labor.

^j Including women from both female headed households and male headed households.

Source: Asian Development Bank.

66. The project initially prepared a SCPP which is included in the SPGSA. The SPGSA will be updated during project implementation and is incorporated into the overall project design to further strengthen the project's participatory processes. The SCPP outlines stakeholder and beneficiary participation processes and mechanisms that will be managed and implemented by the executing and implementing agencies. The SCPP ensures information is adequately captured and disseminated between stakeholders at each level; including direct and indirect beneficiaries, village and commune leaders, government agencies, non-government organizations, and social enterprises.

67. Because community participation is fundamental to successful implementation of the project, the SCPP will ensure mechanisms are established to effectively engage and represent local communities, women, and vulnerable groups. The project's quarterly progress reports will monitor the effectiveness of the SCPP and update its strategies periodically to ensure its mechanisms are functioning properly.

Table 13: Stakeholder Communication and Participation Plan

Key Stakeholders	Desired Outcomes	Risks	Information	Activities	Communication	Timing	Responsibilities	Resources
People affected by the project	Complete understanding of social and environmental impacts and acceptance of the project	Accuracy and timeline of the information sharing	Project plan for mitigation and compensation of the income lost	Conduct consultation meetings with people affected	Meeting with the affected people	Project preparation	PCU	Human resources (PCU and PIU)
	Meaningful consultation on the impacts and mitigation measures	Possible land grab by local villagers and outsiders once there is a consultation process of the project and compensation	Project report on social and environmental safeguard	Create CBT to be the mediator between local people and PCU	Provide materials in local language so that the community leaders can explain to their members	Project readiness activities	PIU	Capacity building and technical support in communications and community engagement
			Project action plan	Provide appropriate and easily understood materials	Give notices to the people on the project plan Maintain regular communication to understand and address people's concerns	Project implementation activities	ADB	Budgets for material preparation, translation, and distribution
Project beneficiary	Understanding of project rational, and project implementation program	Limited understanding of the project rational and scope	Project activity plan and timeline	Arrange an orientation workshop about the project	Consultation on the local potential and market demand for agricultural products and services	Project preparation	PCU	Human resources (PCU and PIU)
	Understanding Project commitment to transparency	Local conflicts may arise if the process of beneficiary	Regular update on the project activities	Have consultation the establishment	Conduct a village-wide meeting with	Project readiness activities	PIU	Capacity building and technical support in

Key Stakeholders	Desired Outcomes	Risks	Information	Activities	Communication	Timing	Responsibilities	Resources
	Income generation and capacity building from engagement with the project	<p>selection is not transparent</p> <p>Beneficiaries do not apply skills gained from trainings provided by the project</p> <p>Beneficiaries do not put serious commitments to the activities they promise to deliver</p>	<p>deemed relevant</p> <p>Documents on the establishment of CBT</p>	<p>of CBT, and related process</p> <p>Select farmers to get involved in their field of interests and potential</p> <p>Provide training on numerous skills sets to different groups</p> <p>Connect the beneficiaries to the market via private companies</p>	<p>village leaders and villagers</p> <p>Choose specific groups for different purposes</p> <p>Inviting them for training and post-training follow-up</p> <p>Maintain regular contact or the whole period of the project implementation</p>	<p>Project implementation activities</p> <p>Project end-term evaluation</p>		<p>communications and community engagement</p> <p>Technical support on skill development</p>
State agencies	<p>Understand and support the project</p> <p>Maximize the benefits of the project and link it with other potential development from public and private investment</p>	<p>Conflicts of interests among state agencies</p> <p>Lack of familiarities with the ADB project procedure and guidelines</p> <p>Lack of commitment to provide support and</p>	<p>Project plans, projected impacts, benefits</p> <p>Protocol for meaningful consultation and grievance redress</p> <p>Report on the social and</p>	<p>Conduct consultation on the project design</p> <p>Request for permission and cooperation on certain project activities</p> <p>Organize an inauguration ceremony of the project</p>	<p>Consultation on the project design</p> <p>Request for permission of activities under their jurisdiction and cooperation</p> <p>Engage them in project design and implementation</p>	<p>Project preparation</p> <p>Project readiness activities</p> <p>Project implementation activities</p>	<p>PCU</p> <p>PIU</p>	<p>Human resources (PCU and PIU)</p> <p>Budget for training and meetings</p>

Key Stakeholders	Desired Outcomes	Risks	Information	Activities	Communication	Timing	Responsibilities	Resources
		engage with the project	environmental impacts	<p>Invite some of the institutions to sit in the Steering Committee of the project</p> <p>Organize regular meeting for the Steering Committee of the Project</p> <p>Engage state agencies in providing training as well learning</p>	Maintain regular contact for the whole project period	Project end-term evaluation		
Villages and Community leaders	<p>Understand and provide support and promotion of the project</p> <p>Mobilize villagers to join the project activities</p> <p>Link the project with other potential projects.</p>	<p>Accuracy and timeline of the information sharing</p> <p>Limited understanding of the project rational and scope.</p> <p>Limited capacity of project implementation</p>	Project plans, projected impacts, benefits	<p>Meetings with local authorities, village elders, and religious groups</p> <p>Provide easily understood information</p> <p>Engage community leaders and religious leaders to support the project</p>	<p>Provide materials in local language so that the community leaders can explain to their members</p> <p>Give notices to the people on the project plan</p> <p>Maintain regular communication to understand and address their concerns</p>	<p>Project preparation</p> <p>Project readiness activities</p> <p>Project implementation activities</p>	<p>PCU</p> <p>PIU</p>	<p>Human resources (PCU and PIU)</p> <p>Capacity building and technical support in communications and community engagement</p> <p>Budgets for material preparation, translation, and distribution</p>

Key Stakeholders	Desired Outcomes	Risks	Information	Activities	Communication	Timing	Responsibilities	Resources
				Establishment of a project information focal point at affected areas.	Engage officials to ensure support for project objectives and requirements	Project end-term evaluation		and regular meetings.
NGOs/CSOs	<p>Understanding of project's rational, project implementation program, and social and environmental impacts and acceptance of the project</p> <p>Understand project benefits for communities</p> <p>Assist and support the project</p>	<p>Accuracy, timeliness, completeness of information.</p> <p>Trust among key actors</p> <p>Relationship with project team, government, and other groups</p> <p>Human right advocacy agenda is not kept separate from project issues</p>	<p>Regular information sharing activities</p> <p>Project plans, impacts, and procedures</p>	<p>Organize meetings and workshops with local and regional organizations</p> <p>Information dissemination to civil society and by civil society to communities</p> <p>Establishment of a project information focal point at affected areas</p>	<p>Consultation on the project's design</p> <p>GRM</p> <p>Engage them in project design and implementation</p> <p>Maintain regular contacts for the whole project period.</p>	<p>Project preparation</p> <p>Project readiness activities</p> <p>Project implementation activities</p> <p>Project end-term evaluation</p>	<p>PCU</p> <p>PIU</p> <p>ADB</p>	<p>Human resources (PCU and PIU)</p> <p>Budgets for material preparation, translation, and distribution</p>

Key Stakeholders	Desired Outcomes	Risks	Information	Activities	Communication	Timing	Responsibilities	Resources
Private sectors	<p>Complete understanding of social and environmental impacts and acceptance of the project.</p> <p>Promote and expand the benefits of the project and link it with other potential business development at affected areas.</p> <p>Promote human capital development to meet labor market</p>	<p>Conflict of interests between private investors and local people</p> <p>Different ways of working with the project team, government, and other groups</p>	<p>Regular information sharing activities</p> <p>Project plans, impacts, procedures, etc.</p>	<p>Conduct project dissemination or awareness raising workshop</p> <p>Establishment of PPPP selection criteria and procedure</p> <p>Establishment of PPPP selection committee</p>	<p>Provide materials in local language for full understanding of project objectives and scope.</p> <p>Encourage and engage them in PPPP business planning activities</p> <p>Engage them in purchasing local products or services</p> <p>Maintain regular communication to understand and address their concerns</p>	<p>Project preparation</p> <p>Project readiness activities</p> <p>Project implementation activities</p>	<p>PCU</p> <p>PIU</p> <p>ADB</p>	Human resources (PCU and PIU)
PCU	<p>Understanding of the project, responsibilities, and ability to handle complaints.</p> <p>Foster buy-in for communication and consultation activities.</p>	<p>Accuracy, completeness, and timeliness of information.</p> <p>Changes of personnel within organization—new staff don't understand requirements,</p>	<p>Project Administration Manual</p> <p>Benefit of the projects</p>	<p>Capacity building and implementation support</p> <p>Manage project information office and maintain contact and coordinate</p>	<p>Provide Regular distribution of update/progress report</p> <p>Training on project communications strategy, project's GRM.</p>	<p>Project preparation</p> <p>Project readiness activities</p>	<p>PCU</p> <p>ADB</p>	<p>Human resources (PCU)</p> <p>Capacity building and technical support for project management, social and</p>

Key Stakeholders	Desired Outcomes	Risks	Information	Activities	Communication	Timing	Responsibilities	Resources
	Roles clarified, with parties involved	Confusion in work sharing and responsibilities	Conflict resolution GRM	with focal points in the project areas Develop implementation timeline for communication activities.	Designate local focal points Regular coordination meetings	Project implementation activities Project end-term evaluation		environmental safeguards and gender, communications and community engagement Budgets for material preparation, translation, and distribution and regular meetings.
PIU	Complete understanding of social and environmental impacts and acceptance of the project. Understanding of the project roles and responsibilities assigned by PCU. Ability to facilitate and develop PPP program.	Accuracy, completeness, and timeliness of information. Lack of commitment to provide support for the implementation of the project. Limited capacity to the assigned roles and responsibilities	Project plans, expected, impacts and implementation timeline. Report on the social and environmental impacts. GRM	Provide capacity building and implementation support Manage project information office and maintain contact with PCU and relevant stakeholders Develop implementation timeline for communication activities, and reporting	Regular distribution of update/progress report. Training on project communications strategy, project's GRM. Designating local focal points Regular coordination meetings	Project preparation Project readiness activities Project implementation activities Project end-term evaluation	PCU PIU ADB	Human resources (PCU and PIU) Capacity building and technical support for project implementation, communications and community engagement Budgets for material preparation, translation, and distribution and regular meetings

ADB = Asian Development Bank, CBT = community-based tourism, CSO = civil society organization, GRM = grievance redress mechanism, NGO = nongovernment organization, PCU = project coordination unit, PIU = project implementation unit, PPP = Public-Private-People-Partnership.

Source: Asian Development Bank.

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

A. Project Design and Monitoring Framework

68. The DMF is in Appendix 3.

B. Monitoring

69. **Project performance monitoring.** Project performance will be monitored using the targets, indicators, assumptions, and risks in the DMF. The PCU will be responsible for quarterly monitoring and reporting on the performance of the project. Within 12 months of project effectiveness, the PCU, with assistance from the International Tourism Development and Project Management Specialist and the National Gender and M&E Specialist, will develop the project performance management system (PPMS) that shall be used to monitor and evaluate the project during implementation. During PPMS preparation, the PCU will: (i) update baseline data for output indicators gathered during project preparation; (ii) determine monitoring and reporting arrangements; (iii) confirm data sources; (iv) check assumptions and risks; and (v) establish systems and procedures for systematic data collection. The PCU will submit the final PPMS to ADB for approval within 12 months of project effectiveness. The National Gender and M&E Specialist will organize training courses for staff at national and provincial levels on M&E skills and the implementation of the PPMS.

70. Quarterly progress reports will include an assessment of overall implementation progress using a weighed implementation table in which physical progress for each project activity is recorded and an aggregate overall weighted activity progress percentage is calculated. Quarterly progress reports will also include progress achieved as measured against the output indicator's performance targets, and updates on the implementation status of the FM time-bound action plan. Prior to the midterm review and at the project's physical completion, in addition to activity and output data, data will be collected on progress toward achieving the project outcome, which shall feed into the midterm review and project completion report. The weighed implementation table is in Appendix 4.

71. The executing agency will be responsible for managing the PPMS, including the confirmation of baseline data, collection of data, monitoring of benefits, and evaluation of social and environmental impacts. Data will be presented in simple, easy-to-understand formats. The PCU will be responsible for analyzing and consolidating monitoring data through the PPMS and ensuring its incorporation into periodic project reports.

72. **Compliance monitoring.** Compliance with project covenants will be reviewed during each ADB review mission, to be conducted at 6-month intervals. The executing agency will monitor compliance against the covenants and report updates in quarterly progress reports submitted to ADB and the Government. Any non-compliance issues will be specified in these reports, with proposed remedial actions for consideration at ADB review missions. ADB will update the e-Operations system following each review mission.

73. **Safeguards monitoring.** The project's classification is category B for environment, and category C for involuntary resettlement and Indigenous Peoples safeguards. The executing agency, through the PCU, will prepare integrated safeguard semiannual monitoring reports which will report on status of ESMP implementation, and confirm that there are no unanticipated

involuntary resettlement or indigenous peoples impacts. These will be disclosed on the ADB project website.

74. **Gender and social dimensions monitoring.** Gender and social dimensions will be monitored internally by the PCU and PIUs' Gender and M&E Assistants based on the gender performance indicators indicated in the PPMS and using ADB's GAP monitoring framework. The gender targets under outputs 1, 2 and 3 of the DMF include: (i) average annual gross income increased by 20% in Techo Thamacheat village and by 25% in Prek Taphor village, (ii) number of tourists increased 15% in Choam Khsant district, Preah Vihear province, and 10% in Angkor Borei district, Takeo province, (iii) at least 30% of members of each CBT are women, (iv) at least 50% of female management committee members are trained on CBT and promotion, (v) 10% of CBT and high-value agricultural trainee are female headed households, (vi) at least 30% participation of women in experience sharing workshops, (vii) at least 200 individuals (disaggregated by sex) are supported by tourism and agriculture related activities, (viii) at least 10% of female headed households are actively targeted and benefited from tourism related and high-value agricultural livelihood activities, (ix) at least 30% of attendees in consultation meetings on infrastructure design are women, and (x) at least 20% of unskilled labors are women. Within 12 months from project effectiveness the PCU, with assistance from the International Tourism Development and Project Management Specialist, and the National Gender and M&E Specialist will develop the PPMS and associated forms to systematically generate data for each output. Selected indicators require sex-disaggregated data; these have been specified in the DMF. The PCU and PIUs are responsible for preparing and submitting quarterly reports on GAP and SCPP activities to the PCU, as part of the quarterly progress report, for consolidation and subsequent submission to ADB.

75. During project preparation, a SPGSA was conducted in accordance with ADB guidelines to determine the socioeconomic characteristics of the project area. It included a poverty analysis, a social analysis and a gender analysis, and meaningful consultations with people living in the project areas. A summary poverty reduction and social strategy has been prepared to present project benefits and mitigation measures, to address social impacts, and enhance distribution of project benefits to target communities.

C. Evaluation

76. Over the project implementation period, ADB and the government will conduct regular missions, including one inception mission, seven semiannual review missions, and one project completion review mission. The inception mission will be fielded as soon as the project becomes effective. The first semiannual mission will be fielded approximately two calendar quarters from the date of the inception mission, and the remaining missions will be held every two calendar quarters hereafter. Where possible, ADB review missions will be timed to be fielded within one month of submission of the quarterly progress reports to capture the latest project data. The mid-term review mission will be fielded two years (eight calendar quarters) from the date of project effectiveness. Lastly, a project completion review mission will be fielded following the project's physical completion date. The missions will (i) review physical progress, achievement of contract awards and disbursements, procurement issues, safeguards compliance, financial audit and grant covenant compliance, grievances redress mechanism establishment and its functioning, GAP implementation and M&E issues; (ii) hold consultation meetings with Embassy of Japan and project stakeholders, including Japan International Cooperation Agency, UNESCO, CATA, and social enterprises; (iii) visit project sites to hold consultation meetings with project communities; and (iv) the performance of government agencies, implementation units, consultants, contractors and suppliers. Within 6 months of physical completion of the project, CSAF will submit the

government's project completion report to ADB. In addition to the regular reviews, ADB and the government may conduct special project administration reviews to address and resolve specific administration problems. Guidance notes on the visibility of Japan and the Embassy of Japan are in Appendices 2 and 3.

77. The midterm evaluation will include a comprehensive assessment of project implementation and record any changes necessary to improve project relevance or effectiveness or accelerate physical progress. The National Gender and M&E Specialist will assist the executing agency to collect the necessary data and assessments of the project that will be used to compile the midterm evaluation report. Specific areas of focus will include (i) review of project scope and progress towards DMF output targets and the project's outcome; (ii) suitability of implementation arrangements; (iii) adequacy of costs and financing and reallocation of grant proceeds; (iv) performance of consultants, contractors and suppliers; (v) performance of the executing and implementing agencies; (vi) compliance with project covenants; and (viii) sustainability of project interventions.

D. Reporting

78. The executing agency will provide ADB with (i) quarterly progress reports in a format consistent with ADB's project performance monitoring system; (ii) consolidated annual reports including (a) progress achieved by output as measured through the indicator's performance targets against the baseline data, (b) key implementation issues and solutions; (c) safeguards compliance; (d) annual project financial statements with updates from the auditor's recommendation; (e) updated procurement plan; (f) updated implementation plan for the next 12 months; (g) updates on the implementation status of the FM time-bound action plan; (iii) annual audited project financial reports; and (iv) a government's project completion report within 6 months of the project physical completion. To ensure projects continue to be both viable and sustainable, project financial statements, together with the associated auditor's report, should be adequately reviewed.

E. Stakeholder Communication Strategy

79. Stakeholder consultations will continue throughout project implementation, regularly referencing the information gathered during initial consultations with various stakeholders. The various stakeholders to be consulted, objectives of involvement, mechanisms for participation, agencies responsible for leading/organizing consultations, timing and resources are in the SCPP. The executing and implementing agencies' implementation of the SCPP will be supported by the project's International Tourism Development/Project Management Specialist and the National Gender and M&E Specialist (Table 13).

X. ANTICORRUPTION POLICY

80. Cambodia has evolving anti-corruption institutions and legislation in place however, ad hoc implementation and enforcement of anti-corruption measures expose Cambodia's vulnerability to corruption. Transparency International's Corruption Perception Index ranks Cambodia 160/180 and a score of 21/100 of the assessed countries in 2020. At the same time Transparency International's Global Corruption Barometer for Cambodia reveals 33% of Cambodians see corruption as a major issue, with 37% of public service users paying bribes to

government officials in the last 12 months.²⁶ Cambodia also ranked 106 out of 140 countries and with a score of 52.08% on the Global Competitive Report released by the World Economic Forum for 2019.²⁷ Cambodia also remains on the Financial Action Task Force's (FATF) grey list which indicates that member countries have deficiencies in the laws, rules, and regulations to combat money laundering, financing terrorism, and weakness to mitigate financial crime. The FATF's Asia Pacific Group on Money Laundering in its Jurisdictions Under Increased Monitoring Report (June 2021) noted Cambodia's continued progress across its action plan; however, all deadlines have now expired, and significant work remains to be completed.²⁸ Cambodia established an anti-corruption mechanism in 1999 and joined the ADB/OECD's Anti-Corruption Initiatives for Asia and the Pacific in 2003. Cambodia's Anti-Corruption Unit was inaugurated in 2006 and Cambodia joined the United Nations Convention Against Corruption as a full member in 2007. In the same year, Cambodia became a member of the Southeast Asia Parties Against Corruption. In 2010 Cambodia enacted the Law on Anti-Corruption which further strengthened the ACU's work in partnership with the National Anti-corruption Council. Given the increasing expectation of citizens of improved governance, the anti-corruption mechanisms need to be strengthened. In this regard, integrity due diligence in respect of CSAF was conducted and no significant integrity risks were identified. Cambodia's integrity and corruption risks have also been considered in the project risk assessment and risk management plan. ADB's Anticorruption Policy (1998, as amended to date) was explained and discussed with the executing and implementing agencies during project preparation and through a one-day workshop on 28 September 2021 on ADB's Anti-corruption Policy.

81. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy (1998, as amended to date) relating to the project. 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 and 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.

82. To support these efforts, relevant anti-corruption provisions are included in the grant agreement covenants and the bidding documents for the project. The government will ensure that all PCU and PIU project staff are fully aware of and comply with the government's and ADB's procedures for: (i) implementation; (ii) procurement; (iii) use of consultants; (iv) disbursement; (v) reporting; (vi) monitoring; and (vii) prevention of fraud and corruption.

83. The executing agency shall (i) undertake necessary measures to create and sustain a corruption-free environment for activities under the project; (ii) comply with ADB's Anticorruption Policy (1998, as amended from time to time) and (iii) where appropriate, ensure that relevant provisions of ADB's Anticorruption Policy are included in all bidding documents for the project. The executing agency (i) acknowledges ADB's right to investigate, directly or through its agents, any alleged corrupt, fraudulent, collusive and coercive practices relating to the project; and (ii) agrees to cooperate fully with any such investigation and to extend all necessary assistance, including providing access to all relevant books and records, as may be necessary for the satisfactory completion of any such investigation. All external costs related to such investigations shall be met by the project resources or by the executing agency.

²⁶ [Transparency International Cambodia](#).

²⁷ World Economic Forum. 2020. [Global Competitiveness Report Special Edition 2020: How Countries are Performing on the Road to Recovery](#). Switzerland.

²⁸ Financial Action Task Force. 2021. [Jurisdictions under Increased Monitoring - June 2021](#). France.

84. Without limiting the generality of the preceding paragraph, the executing agency shall (i) conduct periodic inspections on the activities of the suppliers, contractors, consultants and other service providers relating to the grant proceeds, fund withdrawals and settlements; and (ii) ensure that all contracts financed by ADB in connection with the project include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency, and all suppliers, contractors, consultants and other service providers as they relate to the project.

XI. ACCOUNTABILITY MECHANISM

85. For civil subprojects, PCU will ensure that the grievance redress mechanism (GRM) is publicized locally so that the community is fully aware of the mechanism and the local focal points which will provide access to the GRM. People who are, or may in the future be, adversely affected by the project may submit complaints to ADB's Accountability Mechanism.²⁹ The Accountability Mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted projects can voice, and seek a resolution of their problems, as well as report alleged violations of ADB's operational policies and procedures.

86. A GRM will be established for the project. The PCU and each PIU will appoint a GRM focal point to respond to any complaints concerning civil work subprojects. This mechanism will align with the mechanism outlined in the safeguards and environment planning documents. The PCU will keep a record of complaints and will report any significant complaints in the project's quarterly progress reports and the semiannual safeguards monitoring reports.

87. For general complaints, the PCU will establish a Project Public Complaint Unit which will act as a central recording and coordinating unit for all complaints. The Project Public Complaint Unit will consist of the PCU Project Manager, Safeguards Officer, PIU Gender and M&E Officer, two community representatives (one from CBT group, and one from farming communities), and one representative from the Commune Council Office, who will convene to discuss and address the complaints. The PCU Project Manager will act as the chairperson of the Project Public Complaint Unit.

88. For complaints relating to procurement, the executing agency shall set up a project website that shall disclose how the grant proceeds are being used, contracts awarded, and other project information including: (i) the list of participating bidders; (ii) the name of the winning bidder; (iii) basic details on bidding procedures adopted; (iv) the amount of the contract awarded; (v) the list of goods and/or services purchased; (vi) safeguards monitoring reports; (vii) quarterly progress reports; and (viii) the GRM. The website shall be updated within two weeks after: (i) each award of contract; and (ii) each submission of quarterly reports and safeguards monitoring reports. In addition, winning bids for each civil works contract will be posted on participating commune notice boards.

XII. RECORD OF CHANGES TO THE JFPR PROJECT ADMINISTRATION MANUAL

89. 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 JFPR PAM.

²⁹ ADB. 2012. [Accountability Mechanism Policy 2012](#). Manila.

APPENDIX 1: GUIDANCE NOTES ON VISIBILITY OF JAPAN FUND FOR PROSPEROUS AND RESILIENT ASIA AND THE PACIFIC AND ON JAPANESE VISIBILITY

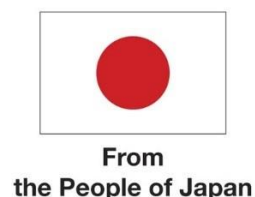
I. INTRODUCTION

1. The Revised Operating Framework for the Japan Fund for Prosperous and Resilient Asia and the Pacific (JFPR) was approved on 6 October 2009, combining Japan's project grant and technical assistance support under one umbrella, and paving the way for a more comprehensive approach to the use of these funds towards addressing poverty, building up human resources, and empowering institutions and communities in the region. Japan has been making generous contributions for technical assistance activities through the Japan Special Fund, and for poverty reduction projects through JFPR, since they were established in 1988 and 2000, respectively. It is but fitting and proper that said contributions are acknowledged and the recipients and general public are informed of the source of the funding assistance both at the Fund level and at the level of the individual TA and project grants. The purpose of this note is to provide guidance on measures to ensure that the contribution of Japan in supporting JFPR is widely recognized.¹

II. STATEMENT ON JAPANESE VISIBILITY

2. Project teams are required to help promote the visibility and local awareness of JFPR in recipient countries through the following:

- (a) All press releases issued by ADB with respect to JFPR should refer to the financial contribution from the Government of Japan (GOJ);²
- (b) Signing ceremonies and other publicity events should be encouraged, inviting Japan embassy officials, JICA staff, local and international press;³
- (c) Civil works, project billboards/signages, vehicles, and equipment must carry the JFPR and Japan ODA logos (see below). Likewise, all publications and training programs must bear the said logos, including all collaterals used (i.e. training materials, banners, posters, flyers, etc.) that are financed by JFPR; these logos are available in the SDPF-JFPR website;³



- (d) Publications, reports, training programs, seminars and workshops financed by JFPR should acknowledge receipt of funding from GOJ;
- (e) Recipients should be encouraged to ensure that JFPR-financed activities are well covered by local print and electronic media, and that all related publicity materials,

¹ A copy of the Guidance Note on Japanese Visibility is appended to the Project Administration Manual as guide to the project team and the government, during project implementation.

² Staff may coordinate with the Department of Communications. ³ Coordination with resident missions are necessary.

³ <https://lnadbg1.adb.org/oco0006p.nsf/0/EEE594E105EAC26A482576C7002240AB/?OpenDocument>

and official notices explicitly acknowledge funding from GOJ. Below is the suggested standard text to be used by those who prepare publicity materials:
“The grant fund for (project name/activity) was received from the Japan Fund for Prosperous and Resilient Asia and the Pacific financed by the Government of Japan through the Asian Development Bank”.

III. PARTICIPATION OF JAPANESE ENTITIES IN IMPLEMENTATION

3. It is also important to generate visibility of the project within Japan. Involvement or cooperation with Japanese experts, financial resources and technologies are encouraged; occasional information sessions on JFPR for Japanese organizations may also be conducted. It is also highly recommended that ADB involve and cooperate with Japanese organizations including NGOs, civil society organizations, aid agencies in particular JICA and JBIC, the private sector enterprises or academic institutions.

IV. REPORTING

4. At the end of the project, the completion report submitted by the project team should include evidence of Japanese visibility such as photos (preferably high resolution), press releases, articles or write-ups, and testimonials from project recipients and/or implementers. Sample products generated from the project grant are requested to be made available to SDPF for inclusion in future exhibits. Copies of publications⁴ that are outputs of the project should also be provided to SDPF.

V. VISIBILITY SUPPORT BY ADB

5. SDPF promotes visibility of JFPR by: (i) informing Office and Department Heads of the importance of achieving high visibility in order to garner support for JFPR from Japanese officials and taxpayers; (ii) informing Country Directors of the importance of signing ceremonies to Japanese officials and the public to ensure recognition and support for JFPR funding; and (iii) continuing widespread distribution of the JFPR Annual Report, inclusion of JFPR information in relevant ADB documents, and occasional information sessions for Japanese organizations.

6. Resident Mission staff are requested to forward copies of all visibility materials, such as press releases, newspaper and magazine articles, and photographs (including descriptive captions) to SDPF’s assigned focal staff for JFPR or e-mail to (jfpr@adb.org).

⁴ This particularly applies to knowledge and support technical assistance. Links to publication available online may be provided in lieu of print copy.

APPENDIX 2: GUIDANCE NOTE ON COORDINATION WITH THE EMBASSY OF JAPAN AND JICA

I. INTRODUCTION

1. The Final Report on the Review of Japanese Official Development Assistance¹ (ODA) underscores the need for strategic and effective aid. One way to ensure alignment of Japan Fund for Prosperous and Resilient Asia and the Pacific (JFPR) projects and technical assistance (TA) with Government of Japan's (GOJ) bilateral assistance strategy for a particular developing member country (DMC) is by bringing on board the comments and suggestions of the Embassy of Japan (EoJ) and the Japan International Cooperation Agency (JICA).² Thus, the summary of consultations with EoJ and JICA (to include, date of consultation, name and position of staff met, and EoJ and JICA's response) should be included in the proposal submitted to the Partner Funds Division (SDPF) of the Sustainable Development and Climate Change Department of the Asian Development Bank.³ This Guidance Note provides detailed instructions regarding coordination activities with EoJ and JICA.

II. EOJ AND JICA CONTACT PERSONS

2. As soon as project officer informs SDPF of the intent to apply for JFPR funding,⁴ SDPF will identify the appropriate contact persons in EoJ and JICA. The contact persons' information⁵ will be provided by SDPF to the project officer to start consultation.

III. CONSULTATION WITH EOJ AND JICA – PROPOSAL PREPARATION

3. At concept stage, project officer should consult with EoJ and JICA⁶ through e-mail the proposed project to, (i) seek if it is in line with Japan ODA priorities, (ii) ensure no duplication, and (iii) present the concept itself, with copy to SDPF.

4. Upon SDPF's confirmation to proceed with proposal preparation, the project officer may arrange the project design meeting with EoJ and JICA. This meeting intends to explain and discuss the actual project design. This is ideally conducted during the fact-finding mission.⁷ The proposal,⁸ should be provided to EoJ and JICA with copy to SDPF at least 5 working days before the meeting to give ample time for review and consideration. After the meeting, if needed, SDPF in coordination with the project officer, may follow-up with EoJ and JICA, and respond to requests for clarification.

5. In the case of regional Tas, the draft TA Summary and Report should be sent by email to EoJ and JICA contact persons on no-objection basis.

¹ Ministry of Foreign Affairs of Japan. 2010. *ODA Review - Summary of the Final Report*. Tokyo.

² Incorporated administrative agency in charge of administering Japan's ODA.

³ GOJ gives importance on the inputs provided EoJ and JICA during the internal approval process.

⁴ Project name and brief outline of proposal should be provided to SDPF.

⁵ Name, status, telephone number and email address

⁶ Please refer to the contact persons provided by SDPF.

⁷ If a meeting with EoJ and/or JICA is not possible, email exchange, telephone discussion or any other form of communication may be used.

⁸ Draft grant assistance report (for project grants) and draft TA Summary and Report (for TAs).

IV. ROLE OF THE RESIDENT MISSION AND SDPF

6. Project officer's communications with EoJ and JICA should be done in coordination with the resident mission⁹ with copy to SDPF. If needed, SDPF supports identifying the appropriate staff to be consulted.

7. Resident mission will also arrange the Grant Agreement/TA letter signing event (section V) and in the overall coordination/relationship management with EoJ and JICA.

8. SDPF's role are as follows: (i) provide contact details of relevant staff from EoJ and JICA for project consultation; (ii) liaise any need for clarification by EoJ and JICA in coordination with the project officer, during project consultation; (iii) inform EoJ and JICA when there is withdrawal or cancellation of a project; and (iv) forward all completion reports to both agencies.

V. COORDINATION WITH EOJ AND JICA – UPON APPROVAL OF THE PROPOSAL

9. Project officer should inform EoJ and JICA about ADB's approval. Project officers are strongly encouraged to conduct signing or launching ceremonies with the attendance of EoJ officials.¹⁰

10. In coordination with the resident mission, the project officer should inform EoJ and SDPF of the signing ceremony – at least 10 working days in advance. SDPF then informs GOJ of this activity. The project officer should also draft news releases in consultation with the Department of communications and coordinate arrangements with the resident mission. Local and international press are invited to these ceremonies.

VI. COORDINATION WITH EOJ AND JICA – DURING PROJECT IMPLEMENTATION AND UPON PROJECT COMPLETION

11. Throughout implementation, the project officer should inform EoJ about project progress, milestones, and outcomes, and discuss when major changes in scope and objectives are required. Progress and outcomes of JFPR projects are also requested to be shared with JICA. From time to time, EoJ and JICA may also wish to join completion review missions in order to see project results and to interact first-hand with project recipients. Lessons from the JFPR projects are also requested to be shared to enable both sides to explore and seek potential collaboration. Completion reports are required to be submitted by the project officer to SDPF for forwarding to EoJ and JICA.¹¹

⁹ Please inquire respective resident missions on their protocols or coordination arrangements with EoJ and JICA.

¹⁰ Please refer to the Guidance Note on Japanese Visibility for details on visibility requirements under JFPR.

¹¹ Links to the completion reports will suffice.

APPENDIX 3: DESIGN AND MONITORING FRAMEWORK

Impact the Project is Aligned with Tourism products and destinations diversified (Tourism Development Strategic Plan 2012–2020). ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>Outcome Tourism developed and incomes increased in project villages</p>	<p>By 2028</p> <p>a. Average total gross annual household income increased by 20% in Techo Thamacheat village and by 25% in Prek Taphor village, disaggregated by sex (2020 baseline: \$1,570 for Techo Thamacheat village; \$1,721 for Prek Taphor village)</p> <p>b. Number of tourists increased by 15% in Choam Khsant district, Preah Vihear province, and by 10% in Angkor Borei district, Takeo province (2019 baseline: 148,150 tourists in Choam Khsant district; 31,701 tourists in Angkor Borei district)</p>	<p>a–b. Project progress reports and end-line survey</p>	<p>R: Domestic and international tourist arrivals cannot rebound in the post-COVID-19 economy due to continued impacts of the COVID-19 pandemic.</p>
<p>Outputs 1. Local capacity for community-based tourism development and promotion strengthened</p>	<p>By 2026</p> <p>1a. At least one CBT group is legally registered and established in each project village, and is financially sustainable^b (2022 baseline: 0)</p> <p>1b. At least one CBT group in each project village enters into sublease agreements with qualified local businesses to operate restaurants at tourist facilities (2022 baseline: 0)</p> <p>1c. At least 30% of the members of each CBT group are women, on average (2022 baseline: 0)</p> <p>1d. At least 40% of the management committee in CBT groups are women (2022 baseline: 0) (OP 2.3)</p> <p>1e. At least 50% of the female management committee members participate and report increased knowledge from training on CBT operations and promotion^c (2022 baseline: 0) (OP 2.3.1)</p>	<p>1a–1b. Project progress reports</p> <p>1c–1d. Project progress reports</p> <p>1e–1g. Post training surveys and project progress reports</p>	<p>R: Conflicts within CBT groups and excessive government influence may hinder CBT operations and weaken community ownership and participation.</p>

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>2. Community-based tourism and livelihood activities implemented</p> <p>3. Community-based public facilities and services enhanced</p>	<p>1f. Training on CBT operations and promotion, as well as high-value agriculture, provided to at least 700 individuals, disaggregated by sex^d (2022 baseline: 0)</p> <p>1g. At least 20% of the CBT and high-value agriculture trainees are women (2022 baseline: 0)</p> <p>2a. Tourism-related and high-value agriculture livelihoods provided to at least 200 individuals, disaggregated by sex (2022 baseline: 0) (OP 1.2)</p> <p>2b. At least 10% of the individuals involved in tourism-related and high-value agriculture livelihoods are from households headed by women (2022 baseline: 0) (OP 2.1)</p> <p>2c. At least 10% of the individuals receiving tourism-related and high-value agriculture livelihoods are poor according to the IDPoor database (2022 baseline: 0)</p> <p>3a. Tourism infrastructure provided to project communities in Techo Thamacheat village and Angkor Borei remain functional and well maintained (2022 baseline: 0) (OP 5.1.1)</p> <p>3b. At least 30% of attendees in consultation meetings on infrastructure design are women (2022 baseline: 0%)</p> <p>3c. At least 20% of unskilled laborers for project construction are women (2022 baseline: 0%)</p>	<p>2a–2c. Project progress reports</p> <p>3a–3c. Project progress reports</p>	
<p>Key Activities with Milestones</p> <p>1. Local capacity for community-based tourism development and promotion strengthened</p> <p>1.1. Conduct training on tourism operations and related services (guiding, food services, hygiene, and lodging), maintenance of project infrastructure, marketing and promotion, and financial management (Q3 2022–Q2 2024).^e</p>			

<p>1.2. Conduct surveys to collect baseline beneficiary household data (disaggregated by sex) for output and outcome level indicator monitoring (Q2 2022, Q1 2024, and Q1 2026)</p> <p>1.3. With the support of UNESCO, CBT groups map out important local cultural and natural heritage assets (both tangible and non-tangible) for cultural conservation and potential tourism product development (Q2 2022–Q1 2023)</p> <p>1.4. Collaborate with CATA and the MTCO on itinerary development, promotion, and marketing (Q3 2022–Q4 2023)</p> <p>2. Community-based tourism and livelihood activities implemented</p> <p>2.1. Conduct market assessment and consultations with CBT groups to establish tourist and livelihood activities (Q3 2022–Q1 2023)</p> <p>2.2. Assist project beneficiaries in finding external markets (e.g., Phnom Penh and Siem Reap), in partnership with CATA (for tourism) and social enterprises (for high-value agriculture) (Q2 2022–Q2 2023)</p> <p>2.3. Establish tourism and livelihood activities and provide continuous technical and marketing support (Q3 2022–Q2 2024)</p> <p>3. Community-based public facilities and services enhanced</p> <p>3.1. Conduct consultations with CBT groups to identify and construct suitable community public facilities essential for tourism operations and livelihood activities (Q2 2022–Q2 2023)</p> <p>3.2. Procure small-scale civil work construction and equipment (Q3 2023–Q1 2024)</p> <p>Project Management Activities</p> <p>Mobilize capacity building consultants (Q1 2022)</p> <p>Mobilize project implementation consultants (Q1 2022)</p> <p>Establish PPMS and conduct needs assessment for specific project management skills (Q1 2023)</p> <p>Inputs</p> <p>Japan Fund for Prosperous and Resilient Asia and the Pacific: \$3,000,000 (grant)</p> <p>Government of Cambodia: \$510,000 (in-kind)</p> <p>Social enterprises (Teuk Saart 1001 Social Enterprise): \$50,000 (in-kind)</p> <p>Beneficiaries: \$150,000 (in-kind)</p>
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CATA = Cambodian Association of Travel Agents, CBT = community-based tourism, COVID-19 = coronavirus disease, MTCO = Mekong Tourism Coordinating Office, OP = operational priority, PPMS = project performance management system, Q = quarter, UNESCO = United Nations Educational, Scientific and Cultural Organization.

^a Ministry of Tourism. 2012. *Tourism Development Strategic Plan 2012–2020*. Phnom Penh.

^b A CBT group is considered financially sustainable when its operating cash flow is positive: i.e., when its income is sufficient to cover its operating expenses including, but not limited to, staff salaries, utilities, and operations and maintenance.

^c Training topics will include CBT group formation and organization, guiding and servicing, food and lodging hygiene, maintenance of tourist-related infrastructure, financial management, domestic and intra-Greater Mekong Subregion marketing activities, tourism management, community relationships, product development and marketing, sanitation and hygiene, and COVID-19 response.

^d The 700 villagers include anyone who will receive training on (i) high-value agriculture and (ii) any topic covered in footnote c above.

^e Any aspect of the training pertinent to sanitation and hygiene will strictly follow the Ministry of Health's latest health and safety standards, which are updated in response to COVID-19.

Contribution to Strategy 2030 Operational Priorities:

In addition to the OP indicators tagged in the design and monitoring framework, this operation will contribute to results for (i) OP 1.3 Poor and vulnerable people with improved standards of living (4,000 individuals); and (ii) OP 5.3.2 Farmers using quality farm inputs and sustainable mechanization (140 farmers)

Source: Asian Development Bank.

APPENDIX 4: WEIGHTED PROGRESS INDICATOR

Activities	Assigned Weight (a)	Actual Progress		Weighted Progress (a) x (b)
Output 1: Local Capacity for Community-based Tourism Development and Promotion Strengthened				
A	Development of IEC Materials	3.50%	0.00%	0.00%
1.1.1	Development of IEC Materials Tourism Reception and Guide	0.50%	0.00%	0.00%
1.1.2	Development of IEC Materials ASEAN CBT and Homestay Standards	0.50%	0.00%	0.00%
1.1.3	Development of IEC Materials Menu Development and Cooking Skills	0.50%	0.00%	0.00%
1.1.4	Development of IEC Materials Marketing and Promotion (local enterprises)	0.50%	0.00%	0.00%
1.1.5	Development of IEC Hygiene, Sanitation and COVID Prevention	0.50%	0.00%	0.00%
1.1.6	Development of IEC Heritage Awareness Materials	0.50%	0.00%	0.00%
B	CBT Development Plan and Marketing	5.00%	0.00%	0.00%
1.2.1	Implementation of CBT and Tourism Five Year Development Plan	1.00%	0.00%	0.00%
1.3.1	Implementation of Tourism Marketing and Promotion Services	1.00%	0.00%	0.00%
1.4.1	Selection of National Firm CBT Support Package	3.00%	0.00%	0.00%
C	Hospitality Training, ASEAN Standards and Skills Development	4.00%	0.00%	0.00%
1.2.3	Implementation of Professional guide/heritage guide training (including taxi driver and tricycle drivers)	0.50%	0.00%	0.00%
1.2.4	Implementation of Hotel Tourism Reception and Hospitality Training (General hospitality training)	0.50%	0.00%	0.00%
1.2.5	Implementation of Skills Training Tourism Standards - Front Office	0.50%	0.00%	0.00%
1.2.6	Implementation of Skills Training Standards - House Keeping	0.50%	0.00%	0.00%
1.2.7	Implementation of Skills Training Standards - Food & Beverage	0.50%	0.00%	0.00%
1.2.8	Implementation of ASEAN Tourism Standards - Homestay including Community Based Tourism	0.50%	0.00%	0.00%
1.2.9	Implementation of Menu Development and Cooking Skills	0.50%	0.00%	0.00%
D	Awareness Raising Public Health and Environment	1.00%	0.00%	0.00%
1.2.10	Implementation of HIV/AIDS, Child/women exploitation, Hygiene, Sanitation and COVID Prevention Training for Communities	0.50%	0.00%	0.00%

Activities	Assigned Weight (a)	Actual Progress		Weighted Progress (a) x (b)
1.2.11	Environmental Management Training (Training subjects: Environmental management plan, Solid waste management, Biodiversity conservation and protection etc.)	0.50%	0.00%	0.00%
E	Gender Training for Tourism	2.50%	0.00%	0.00%
1.2.12	Implementation of gender mainstreaming training for local government and stakeholders	0.50%	0.00%	0.00%
1.2.13	Implementation of Recruitment of Community Gender Focal Points	0.50%	0.00%	0.00%
1.2.14	Implementation of Gender and Women's Empowerment in Tourism Sector for Target Communities	0.50%	0.00%	0.00%
1.2.15	Implementation of Gender Sensitive Tour Package Development	0.50%	0.00%	0.00%
1.2.16	Implementation of IEC Gender and Tourism Materials	0.50%	0.00%	0.00%
F	Heritage and Crafts	1.00%	0.00%	0.00%
1.3.2	Implementation of Folk Arts at PV and PD	0.50%	0.00%	0.00%
1.3.3	Implementation with UNESCO	0.25%	0.00%	0.00%
1.2.2	Implementation of craft training materials	0.25%	0.00%	0.00%
	Total Output 1 Progress (F40/D40)	17.00%	0.00%	0.00%
Output 2: Community-based Tourism and Livelihood Activities Implemented.				
G	Small Scale Civil Works and Homestays	1.50%	0.00%	0.00%
2.1.2	Small Scale Site Works, Buildings and Utilities for Prawn Production - hatchery development	0.50%	0.00%	0.00%
2.1.5	Implementation of Renovation of homestays	0.50%	0.00%	0.00%
2.3.2	Procurement of Equipment for Homestays	0.50%	0.00%	0.00%
H	Enterprise Development and Marketing	2.00%	0.00%	0.00%
2.2.2	Implementation of Enterprise Development and Marketing and Promotion for individual enterprises	0.50%	0.00%	0.00%
2.2.8	Completion of Marketing and Promotion for individual enterprises	1.00%	0.00%	0.00%
2.3.1	Procurement and Installation of Directional, Information and Interpretation Signage Roadways, Heritage and Tourist Sites	0.50%	0.00%	0.00%
I	High Value Agriculture Trainings	2.25%	0.00%	0.00%
2.2.1	Recruitment of beneficiaries for livelihood interventions	0.25%	0.00%	0.00%

Activities	Assigned Weight (a)	Actual Progress		Weighted Progress (a) x (b)
2.2.4	Implementation of PGS and GAP Trainings on vegetables and facilitation of contract farming	0.50%	0.00%	0.00%
2.2.5	Implementation of Organic livestock production trainings and facilitation of contract farming	0.50%	0.00%	0.00%
2.2.6	Implementation of Flower and herb production trainings and facilitation of contract farming	0.50%	0.00%	0.00%
2.2.7	Implementation of Tilapia fish raising trainings and coaching	0.50%	0.00%	0.00%
J	Agriculture Equipment Supports	4.50%	0.00%	0.00%
2.3.3	Procurement of water pumps for 40 piloting farmers on cucumber and watermelon in both sites.	0.50%	0.00%	0.00%
2.3.4	Procurement of Drip irrigation and storage tanks for 40 piloting farmers on cucumber and watermelon in both sites.	0.50%	0.00%	0.00%
2.3.5	Procurement of Chick production equipment for chick producers	0.50%	0.00%	0.00%
2.3.6	Procurement of Finish feed mixing machines (small scale) for 40 chicken farmers	0.50%	0.00%	0.00%
2.3.7	Procurement of Finish feed boiling machines (small scale) for 40 chicken farmers	0.50%	0.00%	0.00%
2.3.8	Procurement of water pumps for 20 piloting farmers on jasmine and local herbs production in both sites.	0.50%	0.00%	0.00%
2.3.9	Procurement of Drip irrigation and storage tanks for 20 piloting farmers on jasmine and local herbs production in both sites.	0.50%	0.00%	0.00%
2.3.10	Procurement of Finish feed mixing machines (small scale) for 20 fish raising farmers	0.50%	0.00%	0.00%
2.3.11	Procurement of Finish feed boiling machines (small scale) for 20 fish raising farmers	0.50%	0.00%	0.00%
K	Freshwater Prawn Development and Implementation	5.75%	0.00%	0.00%
2.3.12	Procurement of Water tanks for nursery - freshwater prawn hatchery (2 cubic meter)	0.50%	0.00%	0.00%
2.3.13	Procurement of Water tanks for nursery - freshwater prawn hatchery (1 cubic meter)	0.50%	0.00%	0.00%
2.3.14	Procurement of Water tank for sea water - freshwater prawn hatchery	0.50%	0.00%	0.00%
2.3.15	Procurement of Oxygen recharge machine - freshwater prawn hatchery	0.50%	0.00%	0.00%
2.3.16	Procurement of Feed mixing machine - freshwater prawn hatchery	0.50%	0.00%	0.00%
2.3.17	Procurement of water pumping machine - freshwater prawn hatchery	0.50%	0.00%	0.00%
2.3.18	Procurement of Feed mixing machines for 20 freshwater prawn famers	0.50%	0.00%	0.00%

Activities	Assigned Weight (a)	Actual Progress		Weighted Progress (a) x (b)
2.3.19	Procurement of water pumping for 20 freshwater prawn farmers	0.50%	0.00%	0.00%
2.4.2	Recruit and Implementing the Freshwater Prawn Aquaculture Technical Services, Training, Pilots & O&M (AIT)	1.75%	0.00%	0.00%
	Total Output 2 Progress (F76/D76)	16.00%	0.00%	0.00%
Output 3: Community-based Public Facilities and Services Enhanced.				
L	Tourism Infrastructure Civil works	42.50%	0.00%	0.00%
3.1.1	Procurement and construction of O Svay Lake Tourist Center	20.00%	0.00%	0.00%
3.1.2	Procurement and construction of Angkor Borei Tourist Center	15.00%	0.00%	0.00%
3.1.3	Procurement and construction of Phnom Borei, Wat Kumnou excavation site, boat landing and viewing platform, stairs, walking/cycling trails and signage	7.00%	0.00%	0.00%
3.1.4	Procurement and Construction of Sanitation Infrastructure (Home stays and agri-tourist farms)	0.50%	0.00%	0.00%
M	Gender Sensitive Design and O&M of Infrastructure	1.50%	0.00%	0.00%
3.2.1	Completion of Gender sensitive infrastructure design and M&E (equitable facilities access)	0.50%	0.00%	0.00%
3.2.2	Completion of Gender equitable labor participation M&E	0.50%	0.00%	0.00%
3.2.3	Implementation of Tourism infrastructure O&M (gender sensitive)	0.50%	0.00%	0.00%
N	Waste Management and Sanitation Training and Awareness and Clean Water Access	3.00%	0.00%	0.00%
3.2.4	Implementation of waste management system and infrastructure O&M for Community and LGA	0.50%	0.00%	0.00%
3.2.5	Completion of Training and public awareness raising on clean water and sanitation - Preah Vihear	0.50%	0.00%	0.00%
3.3.1	Procurement of Solid Waste Management Equipment	1.00%	0.00%	0.00%
3.3.2	Establishment of Support Upscaling of Potable Water Drinking Supply (Teuk Saat 1001) - established and supported to 2 OWE water stations in Preah Vihear	1.00%	0.00%	0.00%
	Total Output 3 Progress (F92/D92)	47.00%	0.00%	0.00%
Project Management Activities				
O	Establish project steering committee	1.00%	0.00%	0.00%

Activities	Assigned Weight (a)	Actual Progress		Weighted Progress (a) x (b)
P	Recruit and mobilize project capacity building consultants (advance contracting)	1.00%	0.00%	0.00%
Q	Recruit and Mobilize project implementation consultants	2.00%	0.00%	0.00%
R	Implement coaching on financial management and procurement for PCU and PIUs	3.00%	0.00%	0.00%
S	Establish PPMS and conduct needs assessment for specific project management skills	3.00%	0.00%	0.00%
T	Finalize and train PIU/PCU staff to implement comprehensive sex disaggregated PPMS, including safeguard monitoring	2.00%	0.00%	0.00%
U	Gender training and Implementation of gender action plan	2.00%	0.00%	0.00%
V	Stakeholder workshops (UNESCO and others)	1.00%	0.00%	0.00%
W	Surveys and studies (MTR studies, PCR)	3.00%	0.00%	0.00%
X	External Audit	2.00%	0.00%	0.00%
	Total Progress (F104/D104)	20.00%	0.00%	0.00%

APPENDIX 5: OUTLINE TERMS OF REFERENCE FOR CONSULTANTS, GOVERNMENT COUNTERPART AND CONTRACT STAFF

I. Project Implementation Consultants

Package	Person-Months
International	
<i>International</i>	
1 International Tourism and Project Management Specialist/Team Leader	7
2 International Community Enterprise Development Specialist	4
Subtotal	11
National	
4 National Financial Management and Administration Specialist	17.5
5 National Procurement and Contract Management Specialist	8
6 National Field Coordinator	17.5
7 National Gender and M&E Specialist	12
8 National Environmental Specialist	4
9 National Social Safeguards Specialist (Resettlement)	4
10 National Civil Engineer	9
11 National Physical Cultural Resources Conservation Specialist	3
Subtotal	75
Total	86

A. International Tourism Development and Project Management Specialist/Team Leader (7 person-months intermittent over 4.5 years)

1. The International Tourism Development and Project Management Specialist will have at least 8 years of experience in managing internationally financed development projects in Cambodia, with demonstrated knowledge of ADB project administration procedures and experience in implementing projects financed by the Japan Fund for Prosperous and Resilient Asia and the Pacific. The specialist will be experienced in managing community-based poverty reduction interventions that involve tourism development, tourism marketing and promotion, community-based tourism group capacity building and training, local businesses promotion, and agricultural value chains development. Experience in structuring public-private-community partnership in Cambodia is an asset. Specific tasks include the following:

Project Administration

- (i) Supervise and coordinate the work of the international and national project implementation consultants, and ensure that the consultants' outputs are in accordance with agreed Terms of Reference and project requirements;
- (ii) Prepare and regularly review the CBS consultants' personnel schedule to coordinate PCU, PIU and international and national consultants' inputs and respond to changing project circumstances if these occur;
- (iii) In collaboration with PCU, prepare the four-year and annual project activity plans and budgets and monitor activity implementation;
- (iv) Supervise the design and operation of the project performance management system, covering safeguards (social, environment, heritage protection), financial management, recording and auditing, procurement, gender action plan implementation, M&E framework, DMF updating

- (v) Ensure quarterly and annual progress reports are prepared and submitted on time for NPSC and ADB's review
- (vi) Support the PCU and PIUs with compliance with ADB grant covenants, assurances and safeguard requirements, as well as with national and provincial policies and regulations;
- (vii) Liaise with and report to Embassy of Japan and Japan International Cooperation Agency on project progress and achievements;
- (viii) Assist and support the PCU in all aspects of project administration. Perform other task related to project implementation and administration as requested EA

Tourism Development and Destination Management

- (i) Supervise the design and implementation of appropriate training programs under outputs 1 and 2
- (ii) Ensure the CBTO will attain ASEAN CBT Standards and Home Stay Standards
- (iii) Ensure CBTOs will be registered with PDoEF and enter into land use agreement with local government authorities
- (iv) Ensure good coordination between the CBTOs, PIUs, and other NGOs in all aspects of the capacity building
- (v) Coordinate with different partners including UNESCO, CATA, MTCO, NAV, KOC, Teuk Saart 1001, and project implementation consultants in implementation of all project activities
- (vi) Prepare and review the annual tourism development plan and communicate the results with relevant stakeholders
- (vii) In collaboration with the PCU and PIUs, supervise the 3-year marketing campaign
- (viii) Undertake and coordinate destination management activities with international and national project implementation consultants
- (ix) Undertake other specific tourism development and management technical inputs where these may be required.

2. Required Qualifications and Experience: A tourism specialist with an advanced university degree and 10 years of experience on similar multisector projects, a high percentage of which in GMS countries. With 5 years in being a team leader for donor funded projects. Experience in Cambodia, community development and with ADB project implementation will be an advantage.

B. International Community Based Tourism/Community Enterprise Training Specialist (4 person-months intermittent over 4.5 years)

3. The International Community Enterprise Development Specialist (ICEDS) will have demonstrated expertise to mentor and build capacity of community and individual enterprises and to encourage private sector investment to upscale agricultural and tourism interventions. The consultant will work closely with the PCU experts to:

- (i) Complete a detailed assessment of the project's interventions and budget allocations and create a program of project support for tourism micro and small enterprises, farmers and community enterprises (CE);
- (ii) Review implementing partners plans to ensure programs are strategically aligned with the project's objectives and outputs in respect to CE development, income generation and financial sustainability;
- (iii) Design and deliver skills training courses and capacity building programs to promote and enhance project beneficiaries' ability to establish and manage their own CEs.

- (iv) Provide guidance, advice and mentoring to micro and small enterprises, farmers and community enterprises (CE) including CBTs, supported by the project in the tourism and agricultural sectors in the project areas;
- (v) Work closely with the CBT/CBETs Specialist to support the establishment of CBTs in Choam Khsant District and Angkor Borei districts and implementation of 5-year CBT Development Plans;
- (vi) Share lessons learned from similar CE and rural development projects in small scale tourism and agricultural sectors;
- (vii) Support for the creation of local business and marketing plans for CEs in both project sites;
- (viii) Build capacity of PIUs on best practice community enterprise management procedures;
- (ix) Support PCU/PIUs prepare and review semiannual activity plans.
- (i) Provide inputs to quarterly progress reports for outputs 1 and 2 as well as updating progress against the project's annual and five-year work plan and detailed reports on interventions/programs implemented under this TOR.

4. Required Qualifications and Experience: A bachelor's degree in business administration, international development, international relations, marketing or other related fields with 7 years of experience in community enterprise development projects in Cambodia. Practical experience working with national line ministries, provincial departments, local government authorities, NGOs and local communities is required.

C. National Financial Management and Administration Specialist (17.5 person-months intermittent over 4.5 years)

5. The National Financial Management and Administration Specialist (NFMAS) will work closely with the PCU and MEF to ensure that ADB and the government's financial management (FM) guidelines are applied and implemented efficiently and effectively. The consultant will work closely with the PCU Financial Officer to:

- (i) Support the PCU and PIUs to develop and implement suitable accounting systems and chart of accounts, through the use of accounting software that is acceptable to the ADB and the government to ensure effective and efficient accounting, monitoring and reporting of all financial transactions;
- (ii) Support PCU and PIUs implement the financial management manual (FMM) and standard operating procedures (SOP) throughout the project and ensure the project's compliance with FM requirements of ADB and the government;
- (iii) Undertake a FM training needs assessment and implement a FM training program for the PCU and PIU staff to improve their capacity to implement internationally acceptable accounting practices and systems (including usage of accounting software), internal controls, financial planning, accounting and financial reporting;
- (iv) Support the PCU and PIUs on ensuring that robust and effective internal controls are in place throughout project implementation;
- (v) Support the PCU and PIUs to discuss with the Office of the Council of Minister's (OCM) internal audit unit the required support needed for the inclusion of the project in the internal audit work program of OCM's internal audit unit.
- (vi) Establish a system for filing hard and soft copies of all financial, accounting and administration documents and audit reports;
- (vii) Provide inputs to annual budget/work plan, quarterly progress reports (including financial sections and appendices) periodic financial reports and annual project financial statements

- (viii) Assist the PCU and PIUs in liaising with the external auditors to ensure effective annual audits of the project financial statements, as required by the government and ADB.
- (ix) Assist the PCU and PIUs with ongoing FM of the project and any other activities related to FM.

6. Required Qualifications and Experience: A university degree in public administration, finance, accounting or other relevant field with 5 years relevant work experience and experience supporting internationally financed projects in Cambodia. Possessing a recognized professional accountancy qualification (e.g. CA/CPA/ACCA) is preferred. Experience with ADB project implementation and good command of English language will be an advantage.

D. National Field Coordinator (17.5 person-months intermittent over 4.5 years)

7. The National Field Coordinator (NFC) will assist the provincial PIUs in closely reviewing and monitoring the works of CBT groups at both project sites. Under the supervision of PCU, the Consultant's scope of work shall include:

- (ii) Provide technical and administrative support to the provincial PIUs in managing the field work of CBT Groups
- (iii) Oversee the sound management of the project field operations ensuring timeliness and efficiency in planning, delivery, and reporting
- (iv) Develop and coordinate field level operations to ensure adequate and efficient service provision to project beneficiaries
- (v) Support day-to-day management of operations and support staff based in the fields
- (vi) Coordinate the implementation of relevant field activities in both project sites.
- (vii) Develop a networking with local authorities, NGOs and local associations for smooth implementation of the projects.
- (viii) Contribute to the analysis of the social and economic developments
- (ix) Closely monitor events in current and potential operational areas (humanitarian situation, politics, and security, etc.) in order to identify additional possible programming areas
- (x) Work with relevant provincial PIUs to identify programming technical needs and support in implementation as appropriate
- (xi) In consultation with the ITD/PMS and ICEDS, coordinate the training and capacity building of CBT Group to ensure sound management and accountability systems are in place.
- (xii) Consult with PIU Project Directors to mitigate any risks associated with the project implementation.
- (xiii) Ensure proper training and initiation of capacity building activities for CBT Groups including training on reporting and documentation
- (xiv) Support PCU and PIU for preparation of semiannual activity plans
- (xv) Provide inputs to quarterly progress reports for outputs 1 and 2 as well as updating progress against the project's annual and five-year work plan and detailed reports on interventions/programs implemented by the project.

8. Required Qualifications and Experience: A university degree in public administration, finance, accounting or other relevant field with 5 years relevant work experience and experience supporting internationally financed projects in Cambodia. Possessing a recognized professional accountancy qualification (e.g. CA/CPA/ACCA) is preferred. Experience with ADB project implementation will be an advantage.

E. National Procurement and Contract Management Specialist (8 person-months intermittent over 4.5 years)

9. The National Procurement and Contract Specialist (NPCS) will work closely with the PCU procurement team and coordinate with ADB to ensure that ADB procurement guidelines and the government procurement guidelines are applied and implemented efficiently and effectively. The consultant will work closely with the PCU Procurement Officer and Procurement Assistant to support effective implementation of the project's procurement plan.

- (i) In collaboration with the PCU, ensure that all procurement plan packages are carried out in accordance with the procedures of ADB Procurement Guidelines and Government SOPs and Procurement Manual for Externally Assisted Program/Project in Cambodia;
- (ii) Support the PCU, prepare draft bidding documents for the procurement of goods and works including technical specifications, advertising, bid opening, evaluation reports, notification of award, and associated contract documentation;
- (iii) Assist the PCU to prepare documents for the selection of consultants, including terms of reference, requests for expressions of interest, requests for proposals, evaluation reports for technical and bio-data proposals, assistance with short-listing, contract negotiations and associated contract documentation;
- (iv) Support the PCU to submit documents to the MEF to achieve clearance from relevant committees in accordance with the provisions in the SOP;
- (v) Assist the PCU to generate correspondence to ADB, consultants, bidders, PCU and other government staff involved in procurement activities;
- (vi) Support coordination and communication between the PCU and ADB for procurement documents clearance and other procurement related activities;
- (vii) Assist the PCU in updating and monitoring the procurement plan and procurement reports to be submitted to MEF and ADB as required;
- (viii) Assist in building the procurement capacity of PCU procurement team by providing regular procurement training and on the job training;
- (ix) Support the PCU procurement team to monitor contracts for goods, works and consultants;
- (x) Assist in resolving any procurement-related issues, including complaints from contractors, suppliers, consultants, and implementing agencies.
- (xi) Provide inputs to quarterly progress reports for the relevant procurement sections and key appendices including the updated Summary of Major Contracts.

10. Required Qualifications and Experience: A university degree in business administration, management, engineering or other relevant fields with 5 years relevant work experience in procurement of goods, works and services and the management of procurement procedures for internationally financed projects in Cambodia. Experience in procurement with ADB project and government standard operational procedure for externally financed projects/program will be an advantage.

F. National Gender and Monitoring and Evaluation Specialist (12 person-months intermittent over 4.5 years)

11. The National Gender and Monitoring and Evaluation Specialist (NGM&ES) will review and operationalize the Gender Action Plan (GAP), the project's M&E system and Stakeholder Communication and Participation Plan. Specific tasks include:

- (i) In consultation with the PCU and PIUs review the GAP and Stakeholder Communication and Participation Plan;
- (ii) Design and deliver training on Effective Gender Mainstreaming, ADB gender policies and guidelines and RGC gender policies and targets for women's representation and participation in decision making and as beneficiaries of the project;

- (iii) Provide PCU, PIUs and community gender focal points with training and capacity building for implementation and achievement of the GAP's targets and actions;
- (iv) Write human interest stories on gender impacts of the project;
- (v) Provide training for PCU and PIUs to update the GAP monitoring matrix on a quarterly basis for inclusion in Quarterly Progress Reports;
- (vi) Build capacity of PCU and PIUs on collection and documenting of qualitative and quantitative data, including data on gender indicators and targets in the GAP and DMF
- (vii) Provide guidance and training on effective participatory methods and develop communication techniques to effectively realize the plans' objectives;
- (viii) Assist PCU and PIUs update and implement the project's Stakeholder Communication and Participation Plan;
- (ix) Draft the Project Performance Monitoring System (PPMS) manual including forms and monitoring tools) and submit to PCU for review and onward submission and, approval by ADB;
- (x) Provide training to PCU and PIUs for the practical use of the PPMS monitoring forms, tools and summary M&E reports including GAP, DMF, Loan covenants and work plan progress;
- (xi) Support preparation of gender and M&E inputs for the project completion report according to ADB and government requirements;
- (xii) Provide inputs to the quarterly progress reports for the relevant M&E sections and key appendices including updated DMF, Status of Loan Covenants, progress against annual and the five yearly workplan and other appendices as required.

12. Required Qualifications and Experience: A university degree in the social sciences; familiarity with ADB's *Safeguard Policy Statement* (2009), *ADB Gender and Development Policy* (1998), *ADB Strategy 2030*, especially *OP2: Accelerating Progress in Gender Equality*, and the related national laws and policies; 8 years of experience in gender mainstreaming, preferably in the tourism sector, and in supporting implementation of GAPs, Stakeholder Communication and Participation Plans and project M&E, preferably on ADB financed projects; excellent written and spoken communication skills in English.

G. National Environmental Specialist (4 person-months intermittent over 4.5 years)

13. The National Environmental Specialist (NES) will assist the PCU acquire to supervise the environmental and social management plan (ESMP) implementation, based on the detailed site plans and designs of the additional works once the project becomes effective. The main tasks include the following:

- (i) Ensure that the ESMP is included in the bid documents and contracts for civil works and external monitoring agencies/labs, or others; Help the PCU in review relevant documents to ensure incorporating environmental mitigation measures and allocate adequate budget for the implementation of ESMPs;
- (ii) Carry out supervision on-site of the ESMP implementation on behalf of/together with the PCU, especially the mitigation measures by contractors during construction and by operators during operation respectively. Document the findings, problems and their causes, corrective actions recommended and follow up;
- (iii) Help the PCU and local PIUs to train and advise the supervision engineers who normally on-site daily to supervise civil work including the ESMP measures execution, collect and review regular reporting (weekly and monthly) by the supervision engineers as input to the environmental monitoring reports for the projects.
- (iv) Assist PCU in securing the necessary environmental clearances from the relevant environment protection authorities prior to commencement of works.

- (v) Assist the PCU/PIUs to engage external laboratory or monitors for quantitative monitoring of key parameters during construction and operation. Collect, compile and interpret the data into the periodic reports to the ADB. In cases of non-compliance with applicable standards or against the benchmark data, need to analyze the reasons and propose remedies.
- (vi) In case of changes in any subprojects beyond the scope of the original IEE, assist the PCU/PIU to meet both domestic and ADB requirements, e.g. update IEE and obtain re-approval, complete domestic process and clearance needed. Ensure that all environmental approval and related permits are obtained duly by the contractors for construction and for operation respectively;
- (vii) Assist PCU/PIUs to establish and publicize the grievance redress mechanism (GRM) for sub-projects, ensuring the GRM is appropriate to the scale and complexity of the project; Assist the PIUs and the contractors in complying with the requirements by the Government inspections and concerns of affected people;
- (viii) Provide training on the ESMP to the PCU/PIUs staff, supervision engineers and contractors at the commencement of construction and operation, and refresh as needed, so that they are familiar with the applicable requirements;
- (ix) Document all the work above, findings and data during each reporting period, Assist the PCU in preparing periodic reports to ADB on environmental implementation, following the requirements and format set in the ESMP on reporting;
- (x) Undertake other relevant work required by the PCU.

14. Required Qualifications and Experience: A university degree in environmental management, natural resource management or related degree and 5 years of experience with environmental assessment of infrastructure projects. Working knowledge of ADB and RGC's national environmental safeguard requirements and delivering training and capacity development programs to project coordinating units is required. Experience with ADB project implementation will be an advantage.

H. National Social Safeguards Specialist (Resettlement) (4 person-months intermittent over 4.5 years)

15. The National Social Safeguards Specialist (NSSS) will assist the PCU update and monitor the project's Social Due Diligence Reports (SDDR).
- (ii) Review the due diligence reports (DDR) for both major tourist facilities in Choam Khsant district (Techo Thamacheat) and Angkor Borei district (museum site);
 - (iii) Assist the PCU ensuring that provisions and conditions of all necessary permits, and consents are incorporated into the updated SDDR.
 - (iv) Assist PCU monitor the civil works contractor(s) to ensure compliance with site specific DDRs
 - (v) Conduct surveys and update the DDRs to include the approved list of civil works including confirmation of land titles, site demarcation and ownership and that land is government owned and free of incumbancers;
 - (vi) Assist and guide the PCU to conduct consultations and disclosure of safeguard documents to stakeholders and affected communities for the approved list of additional works;
 - (vii) Assist PCU to submit updated DDRs for additional works to MEF GDR/ADB for review and approval
 - (viii) Respond and revise DDRs including comments received from ADB and project (government) counterparts;
 - (ix) Support the PCU to establish, maintain and monitor the project's grievance redress mechanism (GRM) to ensure grievances and complaints are effectively addressed;

- (x) Provide on the job training for PCU to effectively monitor social safeguards and GRM procedures;
- (xi) Implement the capacity building program and on the job training for PCU and other staff involved in project implementation on (a) ADB SPS, (b) Government land acquisition and resettlement policy, (c) RP implementation, public relations and ongoing consultations, grievance redress,
- (xii) Provide induction courses for the training of PCU Safeguards officer and contractors on updating the SDDR, implementation and project GRM;
- (xiii) In collaboration with the National Environmental Specialist, prepare integrated semiannual social and environment monitoring reports for PCU and Ministry of Environment review and onward submission to ADB for public disclosure (ADB SPS, 2009);
- (xiv) Provide inputs to quarterly progress reports for the relevant social safeguards sections.

16. Required Qualifications and Experience: An advanced degree in the social sciences, familiarity with ADB's *Safeguard Policy Statement* (2009) and the related national laws and policies and 10 years of experience of social safeguards, preferably on ADB financed projects. Excellent written and spoken communication skills in English is an advantage.

I. National Civil Engineer (9 person-months intermittent over 4.5 years)

17. The National Civil Engineer (NCE) will review detailed engineering and architectural designs, bid documents and supervise construction for all civil works financed under the project. Specific tasks include:

- (i) Review site plans, technical surveys, architectural and detailed designs, cost estimates and specifications for the tourist centers to be constructed at Techo Thamacheat village and Angkor Borei;
- (ii) Based on the agreed list of additional civil works subprojects, complete site investigations, produce site plans, designs, engineering drawings, priced Bill of Quantities and specifications for PCU and ADB review and approval;
- (iii) Provide site plans to the project's safeguard specialists to update the IEE, ESMPs and DDRs as required for ADB and government approval;
- (iv) Create a construction schedule for the main tourist centers and minor additional works to ensure sufficient supervision of the works for the whole period of civil works activity for the project;
- (v) Assist the National Procurement and Contract Specialist with the preparation of civil works contract packages for bidding in accordance with ADB and government procurement guidelines and define requirements for a conforming tender with criteria for evaluation of bids based on price and performance;
- (vi) Carry out routine and regular supervision during construction and contribute to regular progress reports to both government and ADB.
- (vii) Assist with monitoring progress and compliance with the bidding documents;
- (viii) Review contractor's monthly construction reports;
- (ix) Provide inputs in quarterly progress reports;
- (x) Control the day-to-day supervision of the works, bearing in mind that the consultant the interests of the Executing Agency in any matter related to the construction contract and the proper execution thereof; Liaise with the Contractor's project manager and his staff;
- (xi) Assess the adequacy of resources (material, equipment, plant, labor) works methods and rate of progress and take appropriate action when needed. Keep and regularly update a list of Contractor means (equipment, plant, personnel);

- (xii) Ensure the contractor complies with Cambodian labor laws with respect to equal pay for men and women, statutory working hours, prohibition of child labor, and other social safeguards specified in civil works contracts;
- (xiii) Inspect and evaluate the Contractor's mobilization/demobilization to ensure compliance with the terms and conditions of contract documents;
- (xiv) Ensure that materials and standards of workmanship comply with the contract specifications and in accordance with the work methods stated in the contract;
- (xv) Review the Contractor's drawings, shop drawings and designs for temporary works;
- (xvi) Issue site instructions and revised drawings in consultation with the Contractor when required;
- (xvii) Verify that construction procedures are followed, attend regular site meetings and assist with reviewing test results and quality audits;
- (xviii) Verify the Contractor's initial stake-out for centerline and structures of any kind. Perform initial, periodic and final survey measurement of completed and accepted work;
- (xix) Review quantities of approved and accepted works and materials and check and certify Contractor's monthly and final payment certificates.
- (xx) Provide inputs in the quarterly project reports for output 2 and 3 civil works including a summary of the works completed in each quarter during construction.

18. Required Qualifications and Experience: A bachelor's degree in civil engineering or related engineering discipline relevant to the project and 5 years of experience of involvement in similar projects. Experience with design and supervision of civil works in ADB funded projects will be an advantage.

J. National Physical Cultural Resources Conservation Specialist (3 person-months intermittent over 4.5 years)

19. The Natural Physical Cultural Resources Conservation Specialist (NCRCS) will collaborate with the National Civil Engineer to survey, monitor and supervise civil works for the project that are located on or adjacent to cultural relics and heritage sites. The specialist will undertake the following tasks:

- (i) Review the detailed engineering design (DED) related to work on or adjacent to physical cultural resources (PCR), cultural relics and heritage sites as defined by ADB and the government to ensure the DED is in line with applicable requirements including those in the heritage management plan included in the project's environmental and social management plans (ESMP);
- (ii) Develop a sequenced step-by-step process for the project completion report (PCR) discovery process prescribing measures and requirements for each component/stage of the physical works to mitigate PCR impacts and the process for investigation and recording the discovery of cultural relics and artifacts on or adjacent to land containing PCR;
- (iii) Include the above in the bidding documents and participate in the bids review and selection of contractors with needed experience and qualification in PCR work;
- (iv) Provide training on the PCR discovery process to PCU, PIUs, safeguard consultants and civil works contractors to ensure all parties understand the procedure;
- (v) Review and guide the contractor's site organization, workplan and work methods related to implementation of the civil works, to maximize protection of PCRs.
- (vi) Draft protocols and systems for O&M of PCR on or adjacent to heritage sites within the responsibility of tourism site operators and maintenance teams;

- (vii) Supervise on-site the civil work near and on PCR as frequently as possible, in cooperation with civil engineer, and their operation to ensure all is carried out according to the PCR management plan, the applicable provincial, national and UNESCO requirements.
- (viii) Record findings and actions taken during field work and the construction phase, and document in periodic report as a chapter of the PCU's semiannual progress report following the requirements and indicative outline provided in the ESMP.
- (ix) Other related work as needed.

20. Required Qualifications and Experience: A degree in cultural relics conservation, architecture, archeology, civil engineer or a related discipline with a minimum of 5 years of experience in cultural relic conservation and heritage sites protection. Experience with the implementation of civil works on or adjacent to PCR land areas is required and a working knowledge of relevant regulations, guidelines and standards for PDR in Cambodia.

II. PCU and PIU Staff Job Descriptions and Contract Staff

Position	Job Description	Requirements
PCU Team		
PCU Project Director	The PCU Project Director (PD) shall be tasked and empowered with responsibility for management and implementation for the full duration of the project. The PD's responsibilities include; (i) authorized to sign, approve and endorse all financial transactions as the EA's legal representative; (ii) authorized to sign all contracts with consultant, contractors, and suppliers; (iii) act as the focal point for all EA - ADB correspondence, (iv) authorized to delegate authority to other persons within the EA to sign documents on the behalf of the Project in the PD's absence; (v) represent the Project at all high level meetings and act as the Project's focal point within CSAF, and the National Project Steering Committee (NPSC) and (vi) monitor project progress as set in DMF and, in collaboration with PCU and PIU staff, project implementation consultants, project communities and other stakeholders, ensure the DMF targets achievements are on track. Counterpart staff, Individual consultants and institutions, recruited to assist with project implementation shall report directly to the PD, unless the PD delegates to other PCU counterpart staff to carry these functions.	Government counterpart staff. The PD will be a senior government official with a university degree or equivalent and competence in spoken and written English. The PD shall be suitably qualified with university degree from a reputable university. The PD director position is part time 20 hours per week or as required and the PD reports to the Chairperson of the NPSC.
PCU National Project Manager	The PCU Project Manager (PM) shall be responsible for overseeing the day-to-day operations and implementation of the project for the full duration of the project. The PM's duties include (i) assisting the PCU and PIU prepare and implement detailed annual work plans and budgets (ii) lead the semiannual work planning review and planning process (iii) oversee consultant recruitment, procurement of goods and works, oversee implementation of the Project Performance Monitoring System (PPMS), (vi)	Government counterpart staff. The PM will be suitably qualified senior government official with a university degree or equivalent and competence in spoken and written English. The PM position is full time, 40 hours per week and reports to the PD to ensure effective coordination and implementation of the project.

Position	Job Description	Requirements
	<p>oversee and ensure compliance with social and environmental safeguards IEE, ESMPs, DDRs, and gender action plans, (vii) be responsible for ensuring that the day-to-day management and administration of the project implementation is in line with PAM and Updated Standard Operating Procedures for All Externally Financed Projects/ Programs in Cambodia (viii) in collaboration with PCU and PIU staff, and project implementation consultants, prepare the mid-term evaluation and final evaluation reports. The PM will make frequent trips to the provinces to monitor project implementation and will report to the PD on a regular basis. The PM will act the role of the PD when the PD is otherwise unavailable.</p>	
<p>PCU Finance Officer</p>	<p>The PCU Finance Officer (FO) will be responsible for managing PCU and overseeing PIU finance and administration for the full duration of the project. The FO shall (i) establish and maintain the project's financial and data management system (ii) be responsible for processing all payments and producing regular financial reports. (iii) backing up of all electronic data on a daily bases; (iv) create soft copies of all signed documents (v) maintaining records of all correspondence between the ADB, PCU, consultants and suppliers and; (vi) maintain PCU office equipment in good working order, including maintenance of electronic and IT equipment (vii) record minutes of meetings and prepare letters on behalf of the PD and PM (viii) process all payments for PD approval and (ix) produce financial monthly, quarterly and annual reports as required. The FO shall also be supported by National Financial Management and Administration Specialist and report to the PM and PD.</p>	<p>Government counterpart staff The FO will be a suitably qualified senior government official with a university degree or equivalent and competence in spoken and written English. FO shall have some experience in working with the accounting software to be procured by the project. The FO position is part time, 30 hours per week.</p>
<p>PCU Procurement Officer</p>	<p>The PCU Procurement Officer (PO) shall be responsible for all procurement activities for the full duration of the project. Specific task include; (i) review and implement all updated ADB and MEF procurement procedures; (ii) preparation of TORs and Request for Proposals (RFP) for selection of consultant and Request for Quotations (RFQ) for goods and civil works; (iii) preparation of bidding documents, advertising, pre-qualification, bid evaluation, bid evaluation reports, drafting contracts, managing and monitoring contracts, creating contract variations, evaluating contract performance; (iv) maintaining the project's contracts and procurement register; (v) ensure payment are made against delivered and accepted outputs and within the contract amount and prepare necessary contract variation if required; and (vi) providing relevant inputs into quarterly and</p>	<p>Government counterpart staff The PO will be a suitably qualified government official with a university degree or similar and competence in spoken and written English. The PO position is part time up to 30 hours per week and reports to the PM</p>

Position	Job Description	Requirements
	bi-annual reports and other tasks related to procurement and contracting. The PO will be supported by the National Procurement and Contract Management Specialist (consultant).	
PCU Gender Officer	The PCU Gender Officer (GO) will (i) support the PIUs to implement of the Gender Action Plan (GAP) (ii) assist in the design and delivering training modules to strengthen gender equality and women's empowerment, (iii) provide guidance and training on effective gender mainstreaming (iv) organize and participate in working groups, meetings, conferences, consultations, workshops and training programs with other agencies and partners on gender issues, (v) provide inputs to the QPR (vi) support preparation of gender inputs for the project completion report (PCR)	Government counterpart staff A government official with a degree in the social sciences with 5 years of experience supporting GAP, Consultation and Participation Plans, and Stakeholder Communication Strategy implementation. The GO will have competence in spoken and written English. The GO position is part time, 30 hours per week and reports to the PM
PCU M&E Officer	The PCU M&E Officer (M&EO) will (i) support preparation of the project monitoring and evaluation frameworks (ii) development and management of data collection systems for the M&E Framework, (iii) design and deliver training activities for PCU and PIUs staff and key stakeholders to support and benefit from the M&E framework and systems. (iv) monitor and regularly report project progress (v) conduct field visits and maintain regular communication with PIUs and consultants, (vi) provide inputs to QPRs (vii) assist the PM to prepare the mid-term evaluation and final evaluation reports and (v) act as the focal point for the GRM. Supported by the National Gender M&E Specialist (consultant)	Government counterpart staff The M&EO will be a suitably qualified government official with a degree in project management, rural development or other relevant field at least 5 years of experience of monitoring and evaluation for the projects. The M&EO will have competence in spoken and written English. The M&EO position is part time, 30 hours per week and reports to the PM.
PCU Safeguards Officer	The PCU Safeguards Officer (SO) is responsible for overseeing compliance with the project's environmental and social safeguards. The SO will (i) facilitate the implementation of ESMPs and observe the requirements outlined in the DDR (ii) ensure integration of environmental and social safeguards into subproject activity design and implementation under all project outputs; (iii) act as the focal point for the project's GRM (iv) establish and maintain a system for organizing all safeguards documents and reports (v) provide inputs to the QPRs (vi) provide inputs into the PCR. The SO will work closely with National Environmental Specialist, the National Social Safeguards Specialist and National Civil Engineer.	Government counterpart staff The SO will be a suitably qualified government official with a degree in social sciences and at least 5 years work experience in social development, preferably on internationally supported projects. The SO will have competency in spoken and written English. The SO position is part time for 30 hours per week and reports to the PM.

III. TOR for the Consulting Firms

A. Firm: Freshwater Prawn Aquaculture Technical Services – International Institute

Project Background

21. The proposed Community Based Tourism for COVID-19 Recovery Project will help accelerate post-coronavirus disease (COVID-19) tourism recovery in rural communities living near Preah Vihear (Preah Vihear province) and Phnom Da (Takeo province) heritage sites. The project aims to (i) strengthen local capacity for inclusive community-based tourism (CBT) development and promotion; (ii) support tourism and commercial agricultural livelihood activities; and (iii) enhance community-based public facilities and services. Initially, the project will promote domestic tourism, which is less affected by COVID-19 related travel restrictions. As Cambodia's borders open to international travel the project focus will shift to promoting intra-regional tourism.

22. **Output 1: Local capacity for community-based tourism development and promotion strengthened.** The project will train CBT groups, ensuring women's representation, to become local tour operators and service providers. Training will cover CBT group formation, guiding and servicing, food and lodging hygiene, maintenance of tourist-related infrastructure (to be constructed under output 3), financial management, domestic and intra-GMS marketing activities, and tourism management including tourist traffic control and mitigating potential adverse impacts (environmental impact, child labor or exploitation, and human or antique trafficking). Any aspect of the training pertinent to sanitation and hygiene will straightly follow MOT's latest health and safety standards, which are updated in response to the pandemic.

23. **Output 2: Community-based tourism and livelihood activities implemented.** The project will develop tourist activities and complementary services such as food servicing, lodging, and handicrafts. Tourist activities will be developed through inclusive consultations and customized to the villages' comparative advantages in terms of cultural and natural resources endowment. The project will support project villages to develop complementary CBT products and explore ways to link traditional rural Khmer cultural practices and agricultural livelihoods with itinerary development. Lastly, the project will support commercial agricultural activities to provide livelihoods to (i) current residents and returning emigrants who lose employment; and (ii) stabilize income during non-tourist season. The project will mitigate demand risks by (i) collaborating with United Nations Educational, Scientific and Cultural Organization (UNESCO) and Cambodian Associations of Travel Agents (CATA) on tourism product development and promotion; and (ii) connecting farmers to a safe vegetable cleaning company that is supplying to supermarkets in Phnom Penh. Tourism and commercial agriculture can be synergic. With proper marketing and guiding, agriculture can become an attraction as is demonstrated by a private peppercorn plantation in Kampot province.

24. **Output 3: Community-based public facilities and services enhanced.** The project will provide small-scale rural infrastructure and equipment that are essential to the operations of tourism and livelihood activities. Since basic connectivity infrastructure is already in place, the project will focus on "last-mile" infrastructure to improve the villages' appeal to tourists. Examples include village tracks, small piers, market facilities, and sanitation facilities, shelters for small livestock, and equipment for commercial agricultural and agro-tourism activities. Asset maintenance is to be performed by CBT groups, and the project will provide related training under output 1. The provision of public infrastructure will also improve the livability of rural areas.

25. These outputs will result in the following outcome: income increased tourism development in project villages, and the following impacts: tourism products and destination diversified.

Purpose of the Assignment

26. The assignment is linked to output 2: Community-based tourism and livelihood activities implemented. In particular, the project will support the technical assistance on giant freshwater prawn hatchery development and grow out training in Angkor Borei District in Takeo Province Cambodia.

27. Giant freshwater prawn (*Macrobrachium rosenbergii*) in Cambodia is delicacy and fetches high prices. Most prawns are caught from natural water bodies such as rivers and lakes. However, this wild resource is declining and there has never been enough supply to satisfy the market demand. Freshwater prawns are also imported from Vietnam and Thailand especially near the border areas. The introduction of aquaculture farming technology is the most efficient method to compensate this declining wild stock. If the technologies are made available, it will allow local communities to produce high protein, farmed freshwater prawns which will generate substantial income for local people and also support the tourism industry with new attractions including recreational fishing. Several countries are developing aquaculture of freshwater prawns such as Bangladesh, Fiji, Myanmar, Madagascar, Nepal, Nigeria and the Pacific Islands.

28. In Thailand, hatchery, nursery and grow-out technologies are available that make it possible to produce mass-scale seed (post-larvae) and large size prawn for local and international markets. Cambodia has the opportunity to replicate the success of freshwater prawn farming in Thailand and develop self-sufficiency in terms of breeding and feed production. The technical assistance consultancy for giant freshwater prawn hatchery development and grow out training aims to increase the income of local people through prawn farming.

Duration and Location of the Services

29. The timeframe of the services is 36 months from mid-2021 to mid-2024 and may be subject to extensions with mutual consent of all the parties in writing. The location of the services is at Angkor Borei district of Takeo province in Cambodia.

Scope of Services

30. Technical assistance services include i) feasibility study and planning visits, ii) farmer training at the beginning of the project with the goal of providing knowledge and skills to build the systems to operate and maintain the hatcheries, and iii) local trainings and demonstration to local farmers in Angkor Borei to provide skills to the farmers so that they can grow prawn successfully after purchasing larvae/seed/fingerlings from the two selected hatcheries to be supported by the project.

Detailed Outputs of the assignment

31. Table 5 presents the key assignment milestones and indicative timeline. AIT's contract, covering remunerations, per diem and travel expenses, is \$65,664 Cost of the supporting equipment for the hatcheries and prawn farm is estimated to be \$68,100 and will be procured by the project. Detailed cost plan, including equipment for the hatcheries, is attached in Appendix A.

B. Community Based Tourism (CBT) Support Package – National Firm

32. The project will support tourism development and coronavirus disease (COVID-19) recovery to improve the household income for two project villages and surrounding areas in Cambodia; (i) Decho Thamacheat village in Choam Khsant district, Preah Vihear province; and (ii) Prek Taphor village in Angkor Borei district, Takeo province. The two villages are close to

significant heritage sites of Preah Vihear Temple and Phnom Da Temple. The project has three components, including (i) capacity building for local communities to provide improved tourist services and products; (ii) tourism and agricultural livelihood improvements; and (iii) provision of infrastructure and equipment to support tourism operations and high-value agriculture. The project will improve sanitation and potable water supply and promote good public hygiene, to the benefits of both residents and tourists. The project is executed by the Civil Society Alliance Forum (CSAF) under the Councils of Ministers with financial support from Japan Fund for Prosperous and Resilient Asia and the Pacific (JFPR) under Administration of Asian Development Bank (ADB). The project is expected to be implemented from 2022 to 2026.

Scope of Assignment

33. The CSAF now invites Expressions of Interest (EOI) from national marketing firms, bidding either individually or jointly with partners, to develop and implement a CBT support package for the 2 project sites in Decho Thamacheat village of Choam Khsant district and Angkor Borei district in Takeo province. The assignment is scheduled for implementation in early Q1 2022 to provide support to local communities establish, develop and implement operational and financially sustainable CBTs. The CBTs will help drive economic recovery for the tourism sector in both project areas, which continue experiencing significant financial hardship due to the escalating worldwide COVID-19 pandemic. The assignment is linked to Output 1 “Local Capacity for Community-based Tourism Development and Promotion Strengthened” sub-activities CBT and Tourism Plan Implementation and five year development plan, Development, ASEAN Tourism Standards - Homestay including Community Based Tourism, Gender and Women's Empowerment in Tourism Sector for Target Communities and Tourism Marketing and Promotion Services. The CBT support package will dovetail with the project's marketing and promotion program which will initially target the domestic tourism market, however the branding and marketing materials developed for the Decho Thamacheat village, of Choam Khsant district in Preah Vihear and Angkor Borei district in Takeo province and national tourism market through this project will be used for Cambodia's international marketing efforts as well. The CBT firm will work closely with will work closely with the project's International Community Enterprise Development Specialist and promotion and marketing firm during the implementation of this assignment.

Purpose of the Assignment

34. The purpose of the assignment is to support and fast track the establishment and development of CBTs to implement their 5-year financially sustainable develop plans. To achieve these goals, the National CBT support firm will work closely with CSAF, the National Authority of Preah Vihear (NAPV), the Angkor Borei District Administration Office (ABDAO), and the Ministry of Tourism (MOT) to implement the five phases of the assignment which include (i) coordinate to strengthen the commitment from local government authority to certify CBTs and assist local government authorities to facilitate CBT establishment; (ii) work with CBTs to register and achieve the required basic ASEAN CBT standard, through MOT's Department of Product Development; (iii) develop the implementation of the framework for the CBT 5-year development plan (including operational plans); (iv) support development and adoption of CBT by-laws and formation of the executive management committee; (v) support for execution of usufruct (land-use) agreement; (vi) directly support implementation of the 5-year CBT development plan including the substantial capacity development phase of the program; (vii) provide full and part time support staff for both CBTs including site managers and accountants for the duration of the assignment to support the CBT committee with management and operations and (viii) lastly monitor the implementation and to process the handover to local communities.

Duration and Location of the Services.

35. The time frame for the assignment and services is 36 months including execution and delivery of the program. The location of the assignment will include Phnom Penh, Decho Thamacheat village of Choam Khsant district in Preah Vihear and Angkor Borei district in Takeo province.

Outputs, Tasks, Schedule, and Expected Deliverables

Table 1: Summary the Key Assignment Milestones and Indicative Timeframes

No.	Outputs	Indicative duration
1	Mobilization and Inception	1 month
2	Community and LGA Commitment Phase	1 month
3	Feasibility Assessment Phase	2 months
4	Formation of CBT & Committee	2 months
5	Certification and Registration of CBT	3 months
6	Implementation of 5 Year CBT Development Plan	36 months
7	Monitoring and Handover	3 months
	Total	36 months

Table 2: Summary of Detailed Tasks

No.	Detailed Tasks
1	Mobilization and Inception
1.1	Team Formation and inception report
2	Community and LGA Commitment Phase
2.1	Survey to verify support from local community and government authorities
2.2	Written support from local authorities
2.3	Draft CBT land use (usufruct) agreements
3	Feasibility Assessment Phase
3.1	Establishment of CBT working groups
3.2	Volunteers team training. CBT concept, vision, goals, strategy and development phases
3.3	Review tourism infrastructure design and function
3.4	Conduct survey of local heritage and natural attractions
3.5	Conduct business planning and financial feasibility assessment
3.6	Completion of draft five-year CBT development plan
4	Formation of CBT & Committee
4.1	Formation of CBT organization
4.2	Election of CBT committee management board members
4.3	Election of Group leaders
4.4	Detailed revision of CBT bylaws
4.5	Publishing and disseminating of the CBT bylaws
5	Certification and Registration of CBT
5.1	CBT certified by commune/district authorities
5.2	CBT apply to MOT Department of Product Development (DOPD) development for registration
5.3	CBTs undertake registration process
5.4	MOT DOPD application assessment and achievement of the basic ASEAN CBT standard.
6	Implementation of 5 Year CBT Development Plan
6.1	CBT review and adoption of 5-year implementation plan
6.2	CBT training needs analysis
6.3	Capacity building training for CBT committee members and group leaders

6.4	Conflict resolution and communication skills
6.5	Computer and office management skills
6.6	Training for financial management and accounting
6.7	Training for business planning
6.8	Training for product development and marketing including collaboration with homestays to provide accommodation and agritourism products,
6.9	Training for infrastructure O&M including solid and liquid waste management
6.10	Training for periodic reporting (progress and financial)
6.11	Specific training for overall site and human resource management.
6.12	Training for health, sanitation, safety and first aid (including COVID safe health standards)
6.13	Training for hospitality skills, front office, housekeeping, food and beverage, cooking, menu development and guiding
7	Monitoring and Handover
7.1	Official handover
7.2	Physical handover
7.3	Quarterly progress and financial reports
7.4	Annual review of CBT development plan

Table 3: Summary of Reporting Requirements

No.		Reporting
1	Mobilization and Inception	Inception report including detailed program design within 30 days of signing contract
2	Community and LGA Commitment Phase	Summary report 1 week after completion of the phase including survey findings, letter of commitment from LGA and land usage agreement.
3	Feasibility Assessment Phase	Summary report within one week of completion of feasibility study
4	Formation of CBT & Committee	Summary report of formation of CBT & committee
5	Certification and Registration of CBT	Summary report 1 week after completion of the registration and certification process for CBT with legal signed documents as annexes.
6	Implementation of 5 Year CBT Development Plan	5-year CBT development plan and regular QPRs from the implementation of the 5-year CBT development plan.
7	Monitoring and Handover	Final report from the implementation of 5-year CBT development plan and the signed handover certificate.
		36 months

Client's Input and Counterpart Personnel

36. The client will provide relevant documents, counterpart staff and facilitation services (i) project specific documents including PAM and its annexes, project study reports (ii) support from PCU consultants (iii) introduction to CSAF, NAPV, ABDAO counterpart staff, ADB specialist, team leader and mission consultants (iii) introduction letters to relevant authorities and agencies (iv) co-facilitation of provincial meetings and other field missions and (v) letters of authorization to travel to Decho Thamacheat village of Choam Khsant and Angkor Borei district (vi) provide use of project vehicle for transportation to project sites.

Basis of Payment

37. The contract is on a lumpsum basis and based on the following milestones:

- (i) 10% advance payment to cover the cost of mobilization, travel, accommodation and per diem costs, the advance payment will be deducted from the second payment and be supported by a bank guarantee.
- (ii) 10% on submission of (a) inception report and (b) Summary report 1 week after completion of the phase including survey findings, letter of commitment from LGA and land usage agreement.
- (iii) 20% on completion of the summary report within one week of completion of feasibility study.
- (iv) 20% after submission of summary report of formation of CBT & committee
- (v) 20% after submission of summary report of the registration and certification process for CBT with legal signed documents as annexes.
- (vi) 20% after submission of Final report from the implementation of 5-year CBT development plan and the signed handover certificate.

Requirements Experience and Qualifications

38. The Firm may associate with other non-shortlisted firms to enable a full range of expertise required for the assignment. The Firm (and a consortium led by a lead firm) will have the following competencies, skills and experience to design and implement the Community Based Tourism (CBT) CBT Development Plan:

- (i) Ability to execute a CBT feasibility study at project sites
- (ii) A demonstrated knowledge and understanding on CBT development process in Cambodia including registration, certification, and implementation of successful CBT 5-year development plans
- (iii) A demonstrated understanding of the impacts of COVID on tourism sector and expertise to work with a national marketing and promotion company to attract national and international tourists to both sites. staff/partner agencies will include
- (iv) Direct experience supporting the establishment of CBETs/CBTs in Cambodia with a team comprising of the following experts and contract staff
 - (a) an experienced Team Leader with at least 10 years of CBT experience in Cambodia to lead the assignment and liaise with PCU/PIU focal points and CBT management committee to implement the assignment and support the implementation of the CBTs 5-year development plan.
 - (b) a product development specialist with 5-year of experience with developing tourism products and services
 - (c) a CBT Development Specialist/Site manager with 5 years-experience to support CBTs/ or social enterprises (contract staff)
 - (d) an accountant who has at least 5 years accounting and financial management experience with social enterprises or the private sector (contract staff)
 - (e) a brand strategy, advertising campaigns, marketing campaigns in the private sector including the hospitality and tourism space.

Key Positions

- (i) Team Leader/CBT Implementation Specialist (International or National)
A Team Leader/CBT Implementation Specialist with at least 10 years of CBT experience in Cambodia to lead the team and oversee the assignment. The Team leader will have experience undertaking initial research and a gap analysis to confirm the design of the CBT development program. The Team Leader will liaise with PCU/PIU focal points and CBT management committee to support the establishment of each CBT and implementation of the CBTs 5-year development plan.
- (ii) Product Development Specialist (International or National)

A product development specialist with 5-years of experience with developing tourism products and services. The specialist will have experience working with CBT/CBETs and CBOs and also branding and marketing agencies. The Product Development specialist will support both CBTs to develop new products and services and liaise with the project's Promotion and Marketing firm and inbound and outbound tour operators to promote CBT products and services.

(iii) CBT Site Managers (National)

Two CBT Site managers with at least 3-years of experience supporting CBT/CBETs/CBOs or social enterprises to manage, operate and maintain various types of facilities. The CBT Site Managers will work closely with CBT committees to establish and maintain CBT operations and train, supervise and support all CBT operations staff. The CBT Site managers will have experience implementing Standard Operating Procedures which include occupational health and safety, environmental management and facility maintenance schedules.

(iv) Accountant/Financial Management Specialist (National)

A qualified account with at least 5 years-experience who will work with both CBTs to establish and maintain the CBTs financial management system. The accountant will have experience using accounting software and experience training CBT accounting and financial management staff.

C. Provincial Marketing and Promotion Assignment – National Firm

Project Background

39. The project will support tourism development and coronavirus disease (COVID-19) recovery to improve the household income for two project villages and surrounding areas in Cambodia; (i) Decho Thamacheat village in Choam Khsant district, Preah Vihear province; and (ii) Prek Taphor village in Angkor Borei district, Takeo province. The two villages are close to significant heritage sites of Preah Vihear Temple and Phnom Da Temple.¹ The project has three components, including (i) capacity building for local communities to provide improved tourist services and products; (ii) tourism and agricultural livelihood improvements; and (iii) provision of infrastructure and equipment to support tourism operations and high-value agriculture. The project will improve sanitation and potable water supply and promote good public hygiene, to the benefits of both residents and tourists. The project is executed by the Civil Society Alliance Forum (CSAF) under the Councils of Ministers with financial support from Japan Fund for Prosperous and Resilient Asia and the Pacific (JFPR) under Administration of Asian Development Bank (ADB). The project is scheduled to be implemented from 2021 to 2026.

Scope of Assignment

40. The CSAF now invites Expressions of Interest (EOI) from national marketing firms, bidding either individually or jointly with partners, to develop and implement a CBT support package for the 2 project sites in Decho Thamacheat village of Choam Khsant district and Angkor Borei district in Takeo province. The assignment is scheduled for implementation in early Q1 2022 to provide support to local communities establish, develop and implement operational and financially sustainable CBTs. The CBTs will help drive economic recovery for the tourism sector in both project areas, which continue experiencing significant financial hardship due to the escalating

¹ Preah Vihear Temple was designated a World Heritage site in 2008. Phnom Da Temple is on the World Heritage Tentative List. While lesser known, Angkor Borei district can become an excellent weekend destination, which is about two-hours driving distance from Phnom Penh, or a stopover en route to the coastal provinces.

worldwide COVID-19 pandemic. The assignment is linked to Output 1 “Local Capacity for Community-based Tourism Development and Promotion Strengthened” sub-activities CBT and Tourism Plan Implementation and five-year development plan, Development, ASEAN Tourism Standards - Homestay including Community Based Tourism, Gender and Women's Empowerment in Tourism Sector for Target Communities and Tourism Marketing and Promotion Services. The CBT support package will dovetail with the project's marketing and promotion program which will initially target the domestic tourism market, however the branding and marketing materials developed for the Decho Thamacheat village, of Choam Khsant district in Preah Vihear and Angkor Borei district in Takeo province and national tourism market through this project will be used for Cambodia's international marketing efforts as well. The CBT firm will work closely with will work closely with the project's International Community Enterprise Development Specialist and promotion and marketing firm during the implementation of this assignment.

Purpose of the Assignment

41. The purpose of the assignment is to develop and implement an effective digital destination promotion and marketing program for the two project sites in Preah Vihear and Angkor Borei. The program will target the domestic market with the aim of increasing tourism expenditure and extending overnight stays in Preah Vihear and day trips for Angkor Borei. The marketing and promotion program will: (i) market and brand each project area as new exciting destinations offering uniquely Cambodian travel adventures (ii) support CBTs and Homestays in both provinces to brand and market their new tourist centers, tourism products and leisure experiences (iii) market the abundant cultural heritage and natural landscapes at both destinations (iv) work with UNESCO to further amplify the World Heritage of the temples at both destinations (v) for the regional and international tourists trade, leverage Cambodia's COVID-19 mitigation plans and vaccination status to provide assurance and comfort (iv) strengthen tourists' commitment to choosing Cambodia as their preferred regional travel destination. In addition, the national Marketing firm will support the project with the provision of IEC materials for hospitality training and associated social/environmental marketing activities. The marketing firm will work with CBTs, project supported farmers, the private sector, and local government authorities to implement the five phases of the assignment which include (i) mobilization and planning; (ii) orientation and capacity building workshops; (iii) discovery workshops to document current and future provincial branding and marketing processes and opportunities; (iv) brand strategy and marketing campaign development; and (v) marketing campaign execution through digital marketing.

Duration and Location of the Services

42. The time frame for the assignment is 24 months including execution and delivery of the program. The location for the assignment will include Phnom Penh, Preah Vihear and Angkor Borei (Takeo province).

Scope of Services

43. The scope of services will include (i) reviewing and integrating the data (disaggregation between women and men) from destination market research including, destination audits, market segmentation and SWOT analysis (ii) providing orientation and capacity building workshops for CBTs, local communities, local government authorities (with at least 30% female representation) (iii) conducting discovery workshops in the two provinces to gather detailed information related to current and future provincial branding and marketing interventions (with meaningful participation from women and vulnerable groups) (iv) developing a branding and marketing campaign ensuring

that the campaign is gender sensitive and (v) execution of the campaign using digital marketing platforms and collaterals. The firm will collaborate with ADB, World Bank and AFD focal points with respect to their current and future market research and marketing programs being implemented in Cambodia.²

Outputs, Tasks, Schedule, and Expected Deliverables

Table 1: Summary the Key Assignment Milestones and Indicative Timeframes

No.	Outputs	Indicative Timeframe
1	Mobilization and planning	0.5 month
2	Orientation and capacity building workshops	1 month
3	Discovery workshops	1 month
4	Branding and marketing campaign development	3.5 months
5	Campaign execution (through digital marketing)	18 months
	Total	24 months

Table 2: Summary of Detailed Tasks

No.	Detailed Tasks
1	Detailed design and mobilization
1.1	Mobilize and assign the team
1.2	Review inventory of destination assets, investment plans, market segmentation, provincial and SWOT analysis
1.3	Create and complete a Stakeholder analysis
1.4	Develop RACI matrix including consultations and meetings with key stakeholders to verify responsibilities, research data, coordination mechanisms and logistics ³
1.5	Develop Key Performance Indicators (KPIs) for the project
1.6	Complete a project plan and detailed implementation schedule
1.7	Organize and hold inception report meetings with PCU
2	Orientation and Capacity Building Workshops⁴
2.1	Design and implement orientation and capacity building workshops to develop skills on communication, branding and marketing for CBTs, farmer groups, tourism businesses, MSMEs and local government authorities as determined by the firm
2.4	Orientation and capacity building summary report on outcomes
3	Discovery Workshops
3.1	Develop schedule for Discovery workshops
3.2	Develop research plan to inform the Discovery Workshops which will include all methods of data collection and indicators, discovery workshop schedule, identify participants and timing
3.3	Conduct Discovery workshops to determine current and future state goals and opportunities
3.4	Compile outputs of Discovery workshops with inventory of destination assets, investment plans, market segmentation, provincial and coastal SWOT analysis from task 1.2
3.5	Complete a summary report on findings, outcomes and recommendations of Discovery Workshops
4	Branding and Marketing Campaign Development
4.1	Develop brand strategy including brand positioning and messaging for the 4K provinces
4.2	Develop the brand logo, brand recognition and promotional strategy

² World Bank “Sustainable Landscape and Ecotourism Project” and AFDs “Tourism Commercial Capacity Building Program”

³ RACI: Responsible, Accountable, Consulted, and Informed

⁴ The goal of the Capacity Building phase will be to get all project stakeholders at the same baseline level of program and project understanding as well as to train on introductory marketing and branding principles. The firm will be prepared to offer these workshops in small groups with appropriate social distancing and via VCs.

4.3	Develop the list of branding and marketing collaterals
4.4	Conduct workshop to present the summary branding report to PCU, MOT, public and private sector stakeholders
4.5	Develop the marketing campaign based on feedback on the brand and branding strategy as well as with feedback from the Discovery Workshops. The marketing campaign should include digital marketing tactics (including SEO, Email Marketing, Content Marketing, PR, social media, video development, etc.) to achieve increased brand recognition and visitor engagement.
4.6	Develop multilingual content development (Khmer and English)
4.7	Develop KPIs for evaluation and monitoring adherence to brand guidelines
4.8	Facilitate and present the summary marketing campaign report and strategy to PCU, MOT public and private sector stakeholders
5	Campaign Execution Through Digital Marketing
5.1	Develop marketing execution strategy and transmission of the brand
5.2	Develop digital content in Khmer and English including destination videos
5.3	Select digital media tools and collaterals including websites, social media platforms and search engines.
5.4	Organize and complete capacity building and training for PCU, MOT, government stakeholders and private sector to mobilize, participate, contribute and maintain the marketing campaign.
5.5	Participate in familiarization and exposure trip for local media, tour operators and stakeholders
5.6	Mobilize the campaign including digital marketing activities identified in step 4.5.
5.7	Provide ongoing support of the program, including new content and strategies for MOT, the private sector and CBETs to sustain the branding and marketing program.

Table 3: Summary of Reporting Requirements

No.		Reporting
1	Detailed design and mobilization	Inception report including detailed program design within 15 days of signing contract
2	Orientation and capacity building workshops	Summary report 1 week after completion of the workshops
3	Discovery workshops	Summary report within one week of completion of the Discovery workshops
4	Branding and marketing campaign development	Summary report within 1 week of completion of the Branding and marketing campaign.
5	Campaign execution through digital marketing)	Summary report 1 week after mobilization of marketing campaign, inputs into quarterly progress reports commencing in Q4 of the assignment and impact and final evaluation reports, handover of all collaterals and marketing materials to CBTs for ongoing execution

Client's Input and Counterpart Personnel

44. The client will provide relevant documents, counterpart staff and facilitation services (i) project specific documents including PAM and its annexes, project study reports (ii) support from PCU consultants (iii) introduction to CSAF, NAPV, ABDAO counterpart staff, ADB specialist, team leader and mission consultants (iii) introduction letters to relevant authorities and agencies (iv) co-facilitation of provincial meetings and other field missions and (v) letters of authorization to travel to Decho Thamacheat village of Choam Khsant and Angkor Borei district (vi) provide project vehicle for transport to the project areas.

Basis of Payment

45. The firm will be paid on the basis of a lump sum payment based on the following milestones:

- (i) 10% advance payment to cover the cost of mobilization, travel, accommodation and per diem costs, the advance payment will be deducted from the second payment and be supported by a bank guarantee.
- (ii) 15% on submission of (a) inception report (b) orientation and capacity building workshop report and (c) discovery workshops (less 10% advance payment)⁵
- (iii) 30% on completion of the brand and marketing campaign development strategy reports.
- (iv) 15% on submission of IEC materials
- (v) 15% 18-months into the assignment
- (vi) 15% at the end of the 24-month assignment and submission of the final report.

Requirements Experience and Qualifications

46. The Firm may associate with other firms to enable a full range of expertise required for the assignment. The Firm (and a consortium led by a lead firm) will have the following competencies, skills and experience to design and implement the Cambodian Coastal Branding and Marketing Assignment:

- (i) Ability to review and analyze marketing data, surveys and studies and design a branding and marketing program based on consumer preferences and consumption of digital media
- (ii) A demonstrated understanding of the impacts of COVID-19 on the Cambodian tourism sector and expertise to design an effective and appropriate domestic marketing and branding program
- (iii) Ability to present and develop branding and marketing concepts clearly to a variety of stakeholders.
- (iv) International and national digital marketing experience including international media and promotion organizations such as CNN, BBC and the Mekong Tourism Coordinating Office.
- (v) Web design experience including maintenance of web content
- (vi) Key management and technical staff/partner agencies will include:
 - (a) an experienced Tourism Specialist/Team Leader with at least 10 years of tourism, hospitality, or the travel industry in Cambodia to lead the assignment and liaise with provincial focal points to implement the assignment
 - (b) a Branding Strategist/Specialist with at least 7 years of experience with brand strategy, advertising campaigns, marketing campaigns in the private sector including the hospitality and tourism space
 - (c) an Online Marketing Specialist with 7 years experience with online and digital marketing tools as well as paid and organic search tactics
 - (d) a Marketing Analyst with 7 years of experience in marketing campaigns and strategies

Procurement Method Consultant Qualification Selection (CQS)

Duration 24 months

⁵ If bank advance guarantee cannot be provided, the payment schedule will be adjusted so that the first payment will increase from 15% to 20% on submission of the inception report including feasibility study and confirmation of training program

APPENDIX 6: DISBURSEMENT PROCEDURES

I. DISBURSEMENT PROCEDURES

1. **Establishment of Advance Account.** The EA shall, for the purpose of this project, open and maintain an advance account at a designated bank for the deposit of JFPR funds and for making payments for project expenditures, following detailed arrangements and actions agreed upon by the Government and ADB in accordance with ADB's *Loan Disbursement Handbook* (LDH).¹ For matters not covered in this Appendix, ADB's *Guidelines on Advance Fund and Statement of Expenditures Procedures* will apply.
2. Payments out of the advance account shall be made exclusively for eligible expenditures in respect of the reasonable cost of goods and services required for the project. These payments will be financed from the proceeds of the JFPR grant. The advance account shall be denominated in US dollars.
3. **Delegation of Authority for Withdrawal Applications.** The Government delegates full authority to the EA to countersign all applications for withdrawal of the JFPR Funds and to receive payment for all JFPR Funds. Such funds shall be deposited directly into the advance account opened by MEF then delegated to the EA.
4. All WAs submitted by the EA shall be signed by duly authorized persons. At the start of project implementation, the EA shall furnish to ADB the names and titles of the authorized signatories together with their authenticated specimen signatures.
5. **Initial Advance and Ceiling.** Before applying for the initial deposit into the advance account, the EA will submit, for ADB approval a work plan and budget for the first six months of project implementation. When applying for the initial deposit, the EA needs to prepare a withdrawal application form) including an estimated expenditure sheet for the next six months (refer to Appendix 7A of the LDH for the sample). Upon evidence satisfactory to ADB that the advance account has been opened, JFPR funds will be deposited to the advance account in the amount of 10% of the grant amount or six months estimated expenditures, whichever is lower, and will be regarded as a ceiling for replenishment purposes. This ceiling may be changed by the mutual agreement between ADB and the EA.
6. **Replenishment and Liquidation.** To avoid disruption in the project's implementation schedule, application for replenishment of the advance account is to be lodged before the account balance reaches no less than one month equivalent of project expenditures. When applying for replenishment, the EA needs to submit a withdrawal application with statements of expenditure attached together with supporting documents deemed necessary and other evidence as ADB shall reasonably request and showing that each payment was made for eligible expenditures. Any individual payment to be reimbursed or liquidated/replenished under the Statement of Expenditure (SOE) procedure shall not exceed the equivalent of \$30,000.
7. The EA shall also submit together with the withdrawal applications the bank statement of the advance account. Details of advance account deposit and debit entries should be shown on the statement.
8. **Accounts and Records.** The EA shall ensure that all amounts received for or in connection

¹ A Khmer version is available from this link. <https://www.adb.org/sites/default/files/adb-loan-disbursement-handbook-2017-km.pdf>.

with the advance account and amounts withdrawn are recorded in separate books in accordance with the government accounting standards. Upon receipt of monthly bank statements, the EA should reconcile its records against the bank statements and follow-up on any unreconciled entries. The EA shall retain until one year following receipt by ADB of the final APFS or two years after the loan closing date (whichever is later), all accounts and records including orders, invoices, bills, receipts and other original documents evidencing the expenditures paid out of the advance account and shall enable ADB's representatives to examine such accounts and records during disbursements and review missions.

9. On a quarterly basis, the EA will prepare a physical progress report and report of project expenditures and the quarterly project expenditures. ADB will reserve the right not to replenish the advance account if ADB has not received the latest quarterly report of the project within 30 days of the end of each quarter.

10. The EA shall cause an adequate independent auditor or government auditor acceptable to ADB to periodically audit the advance account above and furnish the audit report thereon to ADB not later than 6 months after the end of each fiscal year.

11. **Ineligible or Unjustified Payment.** Where any withdrawal or payment from the advance account is determined by ADB to have been utilized for any purposes not eligible, or not justified by the evidence furnished, the EA shall promptly upon notice from ADB and unless otherwise agreed by ADB, return to the advance account the amount equal to the amount of such ineligible or unjustified payment. Payment shall be made in the same currency as that in which the amount was withdrawn from the JFPR account. Alternatively, ADB may offset the unjustified payment against new withdrawal application for reimbursement.

12. **Closing of the Advance Account.** Upon determination that the project components to be financed with payments from the advance account are near completion, ADB may reduce the amount of any replenishment as ADB may deem appropriate with a view towards gradually closing the advance account.

13. In the event that (a) ADB determines that the amount outstanding in the advance account will not be required to cover eligible expenditures, or (b) any amount remains outstanding in the advance account after the closing date specified in the JFPR Agreement, the EA shall, promptly upon notice from ADB, and unless otherwise agreed by ADB, refund to ADB such amount then outstanding in the advance account. Any foreign exchange loss during the closing of account can be finance by the project subject to fund availability.

II. DISBURSEMENT MODALITIES

A. Four Major Types

14. Disbursement procedures consist of four major types, described briefly as the:
- (i) direct payment procedure where ADB, at the borrower's request, pays a designated beneficiary directly (see chapter 7 of the LDH for details);
 - (ii) commitment procedure where ADB, at the borrower's request, provides an irrevocable undertaking to reimburse a commercial bank for payments made or to be made to a supplier against an LC financed from the grant account (see chapter 8 of LDH for details);
 - (iii) reimbursement procedure where ADB pays from the grant account to the recipient's account or, in some cases, to the project account for eligible expenditures which have been incurred and paid for by the project out of its budget allocation or its own resources (see chapter 9 of LDH for details); and

- (iv) advance fund procedure where ADB makes an advance disbursement from the grant account for deposit to an advance account to be used exclusively for ADB's share of eligible expenditures (see chapter 10 of LDH for details).

B. Simplified Documentation under the Reimbursement Procedure

15. While normally ADB requires submission of full supporting documentation, there are special cases where it accepts simplified documentation when:

- (i) the statement of expenditures (SOE) procedure involves the recipient submitting an SOE to support an application (see paragraphs 9.8 to 9.22 of LDH for details);
- (ii) the force account works procedure involves the recipient submitting periodic certification of the progress or completion of civil works in support of its application for reimbursement (see paragraphs 9.23 to 9.26 of LDH for details); and

C. Suggested Disbursement Procedures

16. The four procedures are normally used for the following kinds of payment:

Nature of Payment/s	Precondition for Payment	Suggested Procedure
Mainly large civil works, progress payments, consultants' fees, procurement of goods	Payments are due	Direct payment
Importation costs	The recipient has opened an LC with a provision that the negotiating bank will be reimbursed by ADB for payments made to the supplier	Commitment (<i>not applicable to this JFPR Grant</i>)
Local currency costs, petty purchases, and small civil works	Expenditures have been incurred and paid for by the borrower from its own funds	Reimbursement
Contractors' bills and suppliers' invoices, numerous items of operating expenses, other eligible expenditures	The recipient experiences cash flow difficulty	Advance fund

APPENDIX 7: BASELINE DATA AND INDICATORS

A. Introduction

1. Project performance will be monitored using the indicators and targets in the design and monitoring framework (DMF). This annex provides baseline information, assumptions and targets for the outcome and output indicators included the DMF. Baseline provided is for 2020, project output targets for 2026 and outcome targets for 2027.

B. Outcome Indicators Baseline and Performance Targets

2. The project impact will be tourism promoted in project villages and tourism destinations diversified. The outcome will be tourism developed and incomes increased in project villages. By project completion, (i) average total gross annual household income will increase by 20% in Techo Thamacheat village and by 25% in Prek Taphor village; and (ii) the number of tourists increased by 15% in Choam Khsant district, and 10% in Angkor Borei district.

3. **Outcome performance indicator 1: The average total gross annual household income will increase by 20% in Techo Thamacheat village and by 25% in Prek Taphor village.** The baseline survey on total gross annual household income of the villages in Techo Thamacheat village in 2020 is \$1,570 and in Prek Taphor village of Angkor Borei is \$1,721. The increase of 20% in Techo Thamacheat village will be \$314 by 2027 therefore the total gross annual household income of the villagers will be \$1,884 while the increase 25% in Prek Taphor village will be \$430 by 2027 therefore the total gross annual household income of the villagers will be \$2,152 (Table 1).

Table 1: Average Total Gross Annual Household Income by Village

Location	2020 (Baseline in \$)	2027 (target %)	2027 (Target in \$)
Techo Thamacheat village of Preah Vihear	1,570	20	1,884
Prek Taphor village of Angkor Borei	1,721	25	2,152

Outcome performance indicator 2: The number of tourists increased by 15% in Choam Khsant district, and 10% in Angkor Borei district. Before the onset of COVID-19, in March 2020, the tourist data for the year 2019 was 148,150 tourists (125,669 national, 22,481 international) visiting Choam Khsant district (Sacred Site of Temple of Preah Vihear). In Angkor Borei district, the baseline data of visitors for the year 2019 is 31,701 (30,411 national, 1,290 internationals). Vihear

4. Tourist numbers for 2020 dropped: (i) for Choam Khsant district, the tourists' numbers was 119,617 (96% national and 4% international); (ii) for Angkor Borei district, the number was 16,396 (97.30% national and 2.7% international).

Table 2: Annual Number of Tourists at Both Project Sites

Location	2020 (Baseline tourists)	2027 (target %)	2027 (Target in person)
Choam Khsant district	148,150	15	170,373
Angkor Borei district	31,701	10	34,871

C. Output Indicators Baseline and Performance Targets

a. Output 1: Local capacity for community-based tourism development and promotion strengthened

5. Output 1 uses seven indicators to measure performance: (i) number of CBT group is legally registered and established in each project district are fully operational and financially sustainable by project completion; (ii) number of CBTs operating tourist facilities enter into sublease agreements with local qualified business to operate restaurants at both tourist facilities; (iii) percentage of the members of each CBT group are women; on average; (iv) percentage of the leadership in CBT groups are women; (v) percentage of female management committee members are trained on CBT and promotion; (vi) percentage of the CBT and high-value agricultural trainees are women; (vii) number of experience sharing workshops are implemented, involving CBT groups, CATA members, NGOs, and social enterprises; (viii) percentage of participation of women in the experience sharing workshops.

6. **Indicator 1.a: Number of CBT group is legally registered and established in each project district are financially sustainable.** The project will support the establishment and facilitate the official legal registration of one CBT in Techo Thamacheat and one in Angkor Borei. There is no official CBT operating in both project sites.

Table 3: Number of CBTs at Both Project Sites

Location	2020 (Baseline N#)	2026 (Target N#)
Techo Thamacheat village	0	1
Angkor Borei district	0	1

7. **Indicator 1.b: Number of CBT group in each project village/district enter into sublease agreements with local qualified business to operate restaurants at tourist facilities.** The project will facilitate the support CBTs to operate the tourist facilities by entering into sublease agreement with local qualified businesses to run the restaurants at both tourist facilities. A series of capacity building trainings on tourism related services based on ASEAN tourism standard will be provided by the project.

Table 4: Number of CBTs Operating Tourist Facilities in Both Project Sites

Location	2020 (Baseline N#)	2026 (Target N#)
Techo Thamacheat village	0	1
Angkor Borei district	0	1

8. **Indicator 1.c: Percentage of the members of each CBT group are women.** The project will facilitate to recruit the women at least 30% as the members of CBTs in both project sites.

Table 5: Percentage of Women Members of CBTs at Both Project Sites

Location	2020 (Baseline %)	2026 (Target %)
Techo Thamacheat village	0	30%
Angkor Borei district	0	30%

9. **Indicator 1.d: Percentage of the management committee in CBT groups are women.** The project will facilitate to enhance at least 40% of the leadership position for women in the established CBTs. The leadership positions are not linked to gender stereotype work.

Table 6: Percentage of the Leadership in CBT Group are Women at Both Project Sites

Location	2020 (Baseline %)	2026 (Target %)
Techo Thamacheat village	0	40%
Angkor Borei district	0	40%

10. **Indicator 1.e: Percentage of female management committee members participate and report increase knowledge from training on CBT operations and promotion.** The project will provide the training on different ASEAN tourism standard to at least 50% of CBT female management committee members as well as on the CBT promotion.

Table 7: Percentage of CBT Female Management Committee Trainee in Both Project Sites

Location	2020 (Baseline %)	2026 (Target %)
Techo Thamacheat village	0	50%
Angkor Borei district	0	50%

11. **Indicator 1.f: Training on CBT operations and promotion, and high-value agriculture provided to at least 700 individuals.¹**

12. **Percentage of the CBT and high-value agricultural trainees are women.** The project will tape and ensure at least 10% of the training's participants on high value-agricultural training are women.

Table 8: Percentage of the CBT Female Trainees in Both Project Sites

Location	2020 (Baseline %)	2026 (Target %)
Techo Thamacheat village	0	10%
Angkor Borei district	0	10%
Location	2020 (Baseline N#)	2024 (Target N#)
Techo Thamacheat village	0	2
Angkor Borei district	0	2

b. Output 2: Community-based public facilities and services enhanced

13. Output 2 uses three indicators to measure performance: (i) tourism-related and high-value agriculture livelihoods provided to at least 200 households and (ii) percentage of female-headed households are actively targeted and benefit from tourism-related and high-value agriculture livelihood activities.

¹ The 700 individuals include anyone who will receive training (i) on high-value agriculture and (ii) on any topic covered including CBT group formation and organization, guiding and servicing, food and lodging hygiene, maintenance of tourist-related infrastructure, financial management, domestic and intra- Greater Mekong Subregion marketing activities, tourism management, community relationship, product development and marketing, sanitation and hygiene, COVID-19 related response.

14. **Indicator 2.a: Tourism-related and high-value agriculture livelihoods provided to at least 200 individuals.** The project will support different high-value agriculture livelihoods such as cucumber, longbean, watermelon, jasmine and herb, chicken, tilapia and freshwater prawn as well as homestay. Throughout the project, there will be 20 farmers for cucumber and long-bean, 20 farmers for watermelon, 20 farmers for jasmine and herbs, 40 farmers for chicken, 20 farmers for tilapia, 20 farmers for freshwater prawn, 4 farmers for chick producers and 2 private progressive farmers for prawn hatcheries. Furthermore, the project will equip 10 farmers with homestay development equipment and provide capacity building and ongoing support to 20 farmers for enterprise development, marketing and promotion. The project will support the provision of climate resilient as well as gender sensitive equipment and materials to selected farmers to improve their productions together with series of capacity building on Participatory Guarantee System (PGS) standard for agriculture. Specifically, for the prawn hatchery, the project will co-support and build on farmers existing resources to set up the community hatchery with technical assistance from AIT. Lastly, poor female farmers will be supported for homestay development with equipment allocation under the project fund.

Table 9: Tourism-related and High-value Agriculture Livelihood Support in Both Project Sites

Location and product	2020 (Baseline in N#)	2026 (Target in N#)
Techo Thamacheat village		
- Cucumber	6	20
- Long bean	5	20
- Chicken	12	20
- Tilapia	3	20
- Jasmine and herb	0	20
- Chick producer	1	2
- Homestay	0	10
- Handicraft/cottage industry	0	20
Angkor Borei district		
- Watermelon	15	20
- Chicken	10	20
- Progressive private prawn hatchery	1	2
- Chick producer	1	2
- Prawn grows out farmers	0	20
- Handicraft/cottage industry	0	20

15. **Indicator 2.b: Percentage of individuals receiving tourism-related and high-value agriculture livelihoods are female household heads.** As of 2020, in both target sites, there were only 3 women who have been engaged in the producer group of ASPIRE program funded by IFAD and MAFF. Therefore, the project commits to support at least 10% of the women among the 200 households on tourism-related and high-value agriculture livelihood activities.²

Table 10: Percentage of Women Receiving Tourism-related and High-value Agriculture Livelihood Supports at Both Project Sites

² Homestay support beneficiaries will be 100% women. No female target for (i) chick producer and (ii) progressive private prawn hatchery since the total number of chick producer and prawn hatchery operator to be supported under Indicator 2.a is only 2 each.

Location and product	2026 (Target in N# for Indicator 2.a)	2026 (Target in % for Indicator 2.b)	2026 (Target in N# for Indicator 2.b)
Techo Thamacheat village			
- Cucumber	20	10%	2
- Long bean	20	10%	2
- Chicken	20	10%	2
- Tilapia	20	10%	2
- Jasmine and herb	20	10%	2
- Chick producer	2	n/a	0
- Homestay	10	100%	10
- Handicraft/cottage industry	20	10%	2
Angkor Borei district			
- Watermelon	20	10%	2
- Chicken	20	10%	2
- Progressive private prawn hatchery	2	n/a	0
- Chick producer	2	10%	2
- Prawn grows out farmers	20	10%	2
- Handicraft/cottage industry	20	10%	2

Indicator 2.c: Percentage of individuals receiving tourism-related and high-value agriculture livelihoods are poor according to the IDPoor database³.

c. Output 3: Community-based public facilities and services enhanced

16. Output 3 uses three indicators to measure performance: (i) number of tourism sites with infrastructure provided to project communities in Techo Thamacheat village (1) and Angkor Borei (2) remain functional and well maintained.; (ii) percentage of attendees in consultation meetings on infrastructure design are women; and (iii) percentage of unskilled labor are women; and contractors commit to ensuring equal pay for work of equal value for male and female workers.

17. **Indicator 3.a: 3 tourism infrastructure provided to project communities in Techo Thamacheat village (i) and Angkor Borei (ii) remain functional and well maintained.** The project will support the establishment of three tourism sites with infrastructure including O Svay lake tourist center, Angkor Borei tourist center, and small infrastructure improvement of Phnom Borei, Phnom Da, Wat Kumnou. The tourist center with infrastructure construction is followed by the DED of the project and safeguard policy of the ADB. Besides, the project will support the establishment of sanitation infrastructure (20 toilets) in both sites. Lastly, the project will co-finance with Teuk Saat 1001 for establishment of three (03) potable waters in Techo Thamacheat and solid waste management equipment (2 sets).

Table 11: Tourism Sites with Infrastructure Provided in Both Project Sites

Location, infrastructure and equipment	2020 (Baseline in N#)	2026 (Target in N#)
Techo Thamacheat village		
- O Svay tourist center	0	1
- Sanitation infrastructure (home stays and agri-tourist farms)	0	10
- Potable water	1	3

³ At least 10% of household will be recruited based on the ID Poor database in the target provinces.

- Solid waste management equipment	0	1
Angkor Borei district		
- Angkor Borei tourist center	0	1
- Phnom Da, Phnom Borei and Wat Kumnou	0	1
- Sanitation infrastructure (home stays and agritourist farms)	0	10
- Solid waste management equipment	0	1

18. **Indicator 3.b: percentage of attendees in consultation meetings on infrastructure design are women.** The project commits to engage at least 30% of women to consult on civil works design, implementation and monitoring. As of 2020, there is no tourist center with infrastructure established, therefore, there is no consultation conducted.

Table 12: Percentage of Female Participants in Consultation on Infrastructure Design in Both Project Sites

Location	2020 (Baseline %)	2026 (Target %)
Techo Thamacheat village	0	30%
Angkor Borei district	0	30%

19. **Indicator 3.c: percentage of unskilled labor are women.** The project targets at least 20% of women participate in the unskilled labor jobs. The project will ensure that these criteria will be inserted in the procurement process as well as the contracts of the construction companies together with close follow up by PCU and PIUs. As of 2020, there is no tourist center with infrastructure established, therefore, there is no engagement of women in unskilled labor jobs as well as the payment.

Table 13: Percentage of Women Work in Unskilled Labor at in Both Project Sites

Location	2020 (Baseline %)	2026 (Target %)
Techo Thamacheat village	0	20%
Angkor Borei district	0	20%

APPENDIX 8: PROJECT BENEFICIARY TABULATION BY ACTIVITY

Project Activities		Beneficiaries	
		Comment	#
Output 1: Local Capacity for Community-based Tourism Development and Promotion Strengthened			750
1.1	Equipment and Supplies		0
1.1.1	IEC materials - tourism reception and guide	0	0
1.1.2	IEC Materials - ASEAN CBT and Homestay Standards	0	0
1.1.3	IEC Materials - menu development and cooking skills	0	0
1.1.4	IEC Materials - community enterprises training	0	0
1.1.5	IEC Material - hygiene, sanitation and COVID-19 prevention	0	0
1.1.6	IEC Materials - heritage awareness materials	0	0
1.2	Training, Workshop and Seminars		690
1.2.1	CBT and tourism development plan development (annual review meeting)	30 AB, 30 PV, 20 PHN	80
1.2.2	Community enterprises training (crafts and local traditional product to be determined, led by Community Enterprises Development Specialist)	15 PV, 15 AB	30
1.2.3	Professional guide/heritage guide training (including taxi driver and tricycle drivers)	30 PV, 20 AB,	50
1.2.4	Hotel Tourism Reception and Hospitality Training (General hospitality training)	PV 25, AB 25	50
1.2.5	Skills Training Tourism Standards - Front Office	PV 30, AB 20	Included above
1.2.6	Skills Training Standards - House Keeping	PV 30, AB 20	Included above
1.2.7	Skills Training Standards - Food & Beverage	PV 30, AB 20	50
1.2.8	ASEAN Tourism Standards - Homestay including Community Based Tourism	PV 25, AB 50	Included above
1.2.9	Menu development and cooking skills	PV 25, AB 25	Included above
1.2.10	HIV/AIDS, child/women exploitation, hygiene, sanitation and COVID-19 prevention training for communities	PV 140 PD 140 (8 x 35)	280
1.2.11	Environmental Management Training (Training subjects: Environmental management plan, Solid waste management, Biodiversity conservation and protection etc.)	PV 35, PD 35	70
1.2.12	Gender mainstream training for local government and stakeholders	PV 40 AB 40	80
1.2.13	Recruitment of Community Gender Focal Points	0	0
1.2.14	Gender and women's empowerment in tourism sector	PV 100 PD 100 (8 x 25)	Included above
1.2.15	Gender sensitive tour package development	0	0

1.2.16	IEC Gender and Tourism Materials	0	0
1.3	Other Inputs		40
1.3.1	Tourism marketing and promotion services	PV 20, AB 10	30
1.3.2	Folk Arts at PV and PD	PV 5, AB 5	10
1.3.3	UNESCO (cultural resources mapping, details to be determined)		
1.4	Consulting Services		20
1.4.1	National Firm CBT Support Package	PV 10, AB 10	20

Output 2: Community-based Tourism and Livelihood Activities Implemented			180
2.1	Civil Works		0
2.1.2	Small scale site works, buildings and utilities for prawn production - hatchery development	Included above	Included above
2.1.3	In-kind support from farmers for buildings and utilities for agriculture and aquaculture production	Included above	Included above
2.1.4	Farmer land and pond for prawn aquaculture	Included above	Included above
2.1.5	Renovation of homestays	Included above	Included above
2.2	Training, Workshop and Seminars		160
2.2.1	Recruitment of beneficiaries for livelihood interventions		
2.2.2	PGS and GAP Trainings on vegetables and facilitation of contract farming	Horticulture PV 20 and AB 20	40
2.2.3	Organic livestock production trainings and facilitation of contract farming	Chicken PV 20 and AB 20	40
2.2.4	Flower and herb production trainings and facilitation of contract farming	Herb and flower PV 20	20
2.2.5	Tilapia fish raising trainings and coaching	Fish PV 20	20
2.2.6	Community enterprises training (led by Community Enterprises Development Specialist)	PV 40, AB 40	40
2.2.7	Community enterprises startup capital (led by Community Enterprises Development Specialist)	PV 20, AB 20	40
2.3	Equipment and Supplies		0
2.3.1	Directional, Information and Interpretation Signage Roadways, Heritage and Tourist Sites		
2.3.2	Equipment for Homestays	5 PV, 5 AB	Included above
2.3.3	Water pumps for 40 piloting farmers on cucumber and watermelon in both sites.		Included above

2.3.4	Drip irrigation and storage tanks for 40 piloting farmers on cucumber and watermelon in both sites.		Included above
2.3.5	Chick production equipment for chick producers		Included above
2.3.6	Finish feed mixing machines (small scale) for 40 chicken farmers		Included above
2.3.7	Finish feed bolling machines (small scale) for 40 chicken farmers		Included above
2.3.8	Water pumps for 20 piloting farmers on jasmine and local herbs production in both sites.		Included above
2.3.9	Drip irrigation and storage tanks for 20 piloting farmers on jasmine and local herbs production in both sites.		Included above
2.3.10	Finish feed mixing machines (small scale) for 20 fish raising farmers		Included above
2.3.11	Finish feed bolling machines (small scale) for 20 fish raising farmers		Included above
2.3.12	Water tanks for nursery - freshwater prawn hatchery (2 cubic meter)		Included above
2.3.13	Water tanks for nursery - freshwater prawn hatchery (1 cubic meter)		Included above
2.3.14	Water tank for sea water - freshwater prawn hatchery		Included above
2.3.15	Oxygen recharge machine - freshwater prawn hatchery		Included above
2.3.16	Feed mixing machine - freshwater prawn hatchery		Included above
2.3.17	Water water pumping machine - freshwater prawn hatchery		Included above
2.3.18	Feed mixing machines for 20 freshwater prawn famers		Included above
2.3.19	Water pumping for 20 freshwater prawn famers		Included above
2.4	Consulting Services		20
2.4.2	Freshwater Prawn Aquaculture Technical Services, Training, Pilots & O&M (AIT)	AB 20	20

Output 3: Community-based Public Facilities and Services Enhanced			3,120
3.1	Civil Works		40
3.1.1	O Svay Lake Tourist Center	Local workers	20

3.1.2	Angkor Borei Tourist Center	Local workers	20
3.1.3	Phnom Borei, Wat Kumnou excavation site, boat landing and viewing platform, stairs, walking/cycling trails and signage	Local workers	25
3.1.4	Additional infrastructure in PV and AB	Local workers	20
3.1.5	Sanitation Infrastructure (Home stays and agri-tourist farms)	Local workers	5
3.2	Training, Workshop and Seminars		80
3.2.1	Gender sensitive infrastructure design and M&E (equitable facilities access)		
3.2.2	Gender equitable labor participation M&E	Local workers	0
3.2.3	Tourism infrastructure O&M (gender sensitive)	PV CBT 10, AB CBT 10	20
3.2.4	Waste management infrastructure O&M for Community and LGA	PV 30, PD 30	60
3.2.5	Training and public awareness raising on clean water and sanitation - Preah Vihear	8 events x 100 beneficiaries (PV 400, AB 400)	Included above
3.3	Equipment and Supplies		3,000
3.3.1	Solid waste management equipment	CBTs counted above	
3.3.2	Potable water supply expansion (Teuk Saat 1001) - established and supported to 2 OWE water stations in Preah Vihear	PV 2 OWEs x 2 beneficiaries 806	3,000