



# Technical Assistance Consultant's Report: Strategic Procurement Planning

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Project Number: 53243-001

Kingdom of Cambodia:

(TA 9681-CAM: Community-Based Tourism COVID-19 Recovery Project)

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**Asian Development Bank**

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## ABBREVIATIONS

ADB	-	Asian Development Bank
DGO-AB	-	District Governor's Office of Angkor Borie
DDCS	-	Detailed Design and Construction Supervision
CQS	-	Consultant Qualification Selection
CSAF	-	Civil Society Alliance forum
IEC	-	Information Education and Communication
ICS	-	Individual Consultant Selection
MEF	-	Ministry of Economy and Finance
NAPV	-	National Authority for Management of Preah Vihear
NGO	-	Nongovernmental Organization
OCB	-	Open Competitive Bidding
RFQ	-	Request for Quotation
PCU	-	Project Coordination Unit
PIC	-	Project Implementation Consultant
SBD	-	Standard Bidding Document
SDG	-	Sustainable Development Goals
SME	-	Small and Medium Enterprises
TRTA	-	Transaction Technical Assistance
VFM	-	Value for Money

## Strategic Procurement Planning Template

### Section 1: Project Concept

<b>Project Title</b>	Community-Based Tourism for COVID-19 Recovery Project <sup>1</sup>
<b>Country</b>	Cambodia
<b>Executing agency</b>	The Council of Ministers' Civil Society Forum Alliance (CSFA) will act as Project Coordinating Unit. CSAF will use the project as a pilot for the "100 Model Villages Project" with COVID-19 recovery at a larger scale, a new government initiative of the Office of the Prime Minister, with the objective of promoting rural development in villages with high potential for economic growth, turning them into "growth hubs" to simulate socio-economic development in surrounding villages.
<b>Implementing agency</b>	There are two IAs (i) The National Authority of Preah Vihear who is responsible for protection, restoration and promotion of Preah Vihear temple site and the project area including O Svay Lake at Phum Thamacheat, Sra Em Commune in Choam Khsant District, Preah Vihear (ii) the District Governor's Office of Angkor Borie who is the local government authority for project implementation in Angkor Borie District including Phnom Da, Phnom Borie and agricultural sites.
<b>Sustainable development goals</b>	(i) SDG 1: no poverty; (ii) SDG 2: zero hunger; (iii) SDG 5: gender equality; (iv) SDG 8: decent work and economic growth; and (v) SDG 10: reduced inequalities.
<b>Project development objectives</b>	The proposed Community-Based Tourism COVID-19 Recovery Project will conserve and promote cultural resources in Cambodia's rural communities through community-based tourism and agriculture with the aim of supporting post-COVID recovery.
<b>Project description</b>	The proposed project will (i) strengthen local capacity for community-based tourism development and promotion; (ii) support new and existing tourism and livelihood and agricultural activities; and (iii) enhance community-based public facilities and services in Preah Vihear and Phnom Da (Takeo province)
<b>Description of indicative contract packages</b>	Civil works: 4 packages, total estimated contract value \$938,000 (2 OCB, 2 RFQ) Goods: 12 packages, total estimated contract value \$405,000 (11 RFQ <sup>2</sup> ) Consulting services: 13 packages, total estimated contract value \$678,000 (10 ICS, 1 SSS, 2 CQS)
<b>Summary of the financing agreement</b>	JFPR 3.0 million, Government 0.51 million

### Section 2: Operating Environment

1. In 2019, 6.6 million foreign tourists visited Cambodia, a country of only 16.0 million. After garment manufacturing and agriculture, tourism is the third largest sector that contributed to 12.2% of the country's gross domestic product and directly employed 630,000 -people. It is one of the fastest growing sectors, during 2013–2019 averaging 9.5% annual growth by international

<sup>1</sup> Data extrapolated from SEER ADB approved Concept Note 25 May 2020

<sup>2</sup> Equivalent to Shopping on MEF Procurement Manuals

arrivals count. Tourism is a significant source of foreign exchange, amounting to \$4.9 billion in 2019 and accounting for about 25% of total exports. Tourism is a priority sector in the government’s Rectangular Strategy (Phase V), recognized for its contribution to socio-economic development, improvement of livelihood, and poverty reduction. Before the COVID-19 pandemic, domestic tourism was growing rapidly and reached 11.5 million international and domestic visitors in 2019.

2. Tourism in Cambodia is over concentrated geographically. First, tourists are highly concentrated in Siem Reap and Phnom Penh. According to the Ministry of Tourism’s (MOT) estimate, only 10% of heritage sites in Cambodia are visited by tourists. Secondly, even within Siem Reap province, tourism trade is mostly captured by private businesses, while a large segment of society is left out. As an indication of the extent of exclusion, Siem Reap province still registers the second highest poverty rate in the country despite the high number of tourists.

3. Overconcentration also leads to monotonicity of tourism destination, diminishes visitor experiences, and undermines long-term sector growth. During 2013–2018, while international tourism arrivals increased by 48%, the average stay duration increased from 6.7 to only 7.0 days and fell to 6.2 days in 2019. In addition, about 80% of the international arrivals are first-time visitors. These are indications that the tourism industry is unable to attract repeat visitors, nor to extend stay duration. Even when visits to new sites are made, these are often daytrips that start and end in major tourist hubs. The nearby villages are rarely visited. Despite their proximity to significant heritage sites, most villages are unable to benefit from such excursions as they are controlled by external tour operators. Inclusive growth remains an elusive concept for many.

4. The tourism sector in Cambodia has plunged into crisis as a result of the COVID-19 Pandemic which began impact in full force from late February 2020 which saw foreign and domestic tourism to drop by 38% and 34% in the first quarter of 2020. Cambodia received 1.55 million from January to March 2020 and just 27,000 tourists from April to June equal to 98.1% reduction for the same period in 2019.<sup>3</sup> Compared to 2019 annual tourism revenue fell to \$856 million in 2020.

5. The project villages are especially affected as their economies are highly dependent on outside economies. Preah Vihear has many emigrants to Thailand and factories around Phnom Penh, while Angkor Borie relies on small-scale trade with Vietnam. Hard border closures have seen the loss of livelihoods and rising unemployment compacted by low economic activities in Cambodia.

6. The Asian Development Bank has been active in supporting Cambodia since 1993, with projects focused of agriculture development, capacity development, flood management, policy support, rural infrastructure improvement, food security, biodiversity management, environmental management, aggregating a total of more than 80 projects, totaling \$886 million.

#### **A. Capacity and Capability Assessment of the Executing Agency<sup>4</sup>**

Strengths	Weaknesses
(i) The legal framework for public procurement has been established in Cambodia.	(i) The EA has no procurement experience for externally funded projects

<sup>3</sup> Cambodian Ministry of Tourism Official Statistics July 2020

<sup>4</sup> The EA (PCU) will complete all procurement IAs (PIUs) will not be involved in procurement

Strengths	Weaknesses
<p>(ii) The RGC has standard operating procedures, procurement manuals and standard bidding documents which are in use and compliant with ADB procurement policies, and regulations for externally projects in Cambodia. The EA shall follow all such procedures.</p> <p>(iii) EA staff are highly educated and senior staff have PhD and Master degrees from internationally recognized universities and have been quick to absorb and learn from the work of the TRTA team during project preparation phase. Absorption of technical training for CSAF procurement staff is assessed as high.</p> <p>(iv) A number of CSAF staff have worked in the NGO sector and have project implementation and project management experience</p> <p>(v) The internal system of approvals is well defined and efficient and CSAF is advised by a board made up of 12 key ministries.</p> <p>(vi) CSAF is supported by the Prime Minister's office and the of Council of Ministers</p>	<p>(ii) The EA does not have professionally trained procurement staff and has not received procurement training in the past.</p> <p>(iii) The EA has no previous experience with Development Partner or externally financed projects involving procurement.</p> <p>(iv) e-procurement is not in place.</p> <p>(v) The EA will not have the expertise to execute advance contracting prior to project effectiveness without direct support from Ministry of Economy and Finance (MEF) or additional TA support.</p>
Opportunities	Threats
<p>(i) The project can support capacity building for the EA to manage DP funded projects and procurement for its 100 villages program.</p> <p>(ii) The project and the EA can benefit from COVID induced slowing of the construction industry in the major cities and secure contractors with a good inventory of skilled labor.</p>	<p>(i) Distance from Siem Reap and Phnom Penh may result in shortage of trainers for Preah Vihear.</p> <p>(ii) Preah Vihear is 3 hours from Siem Reap and is classed as a remote area.</p> <p>(iii) Land mine clearance may be required for project sites.</p> <p>(iv) Civil works sites in Angkor Borie will need archaeological studies and contingencies if artifacts are discovered during excavations which could delay construction. Archaeological studies are likely to be required before the final civil works designs and cost estimates can be completed.</p> <p>(v) COVID-19 related located restrictions may also impact on larger public meetings and consultations and travel for AIT fresh water specialists to visit Cambodia and farmers to visit AIT facilities in Thailand may delay implementation of establishing hatcheries in Angkor Borie.</p>

**B. Support Requirements**

<p><b>Procurement capability and capacity</b></p>	<p>Procurement capacity within MEF is well established, However, EA/PCU has no previous procurement experience for DP funded projects. Procurement consultant and contract staff will be required to support implementation of the project's procurement plan, complaints handling mechanism and overall contract management. To avoid potential procurement risks, ADB's prior review of all contracts shall be</p>
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	applicable. Prior review is also the preferred procedure for MEF for all critical packages
<b>Experience in implementing similar projects</b>	The MEF has ample experience with procurement and has separate divisions to oversee ADB administered and financed projects. However, the EA has no experience in implementing DP funded projects. CSAF senior officers likely to be appointed to the Project Coordinating Unit (PCU) do have prior experience in managing NGO funded projects in the past.
<b>Contract management capability and experience</b>	The EA has no experience in managing ADB/WB/JICA funded projects. Procurement teams will be established comprising PCU procurement officer and PCU procurement assistant that will be supported by a National Procurement Specialist.
<b>Level of reliance on external consultants</b>	The EA will have a high reliance on external consultants and consultant support will be essential and required for most tasks. The PCU will require support from the Detailed Design and Construction Supervision Consultants (DDCS) to support, design, procurement, implementation monitoring, contract management and testing.
<b>Existence and description of complaints management system</b>	MEF Bidding documents and procurement manuals contain a complaints handling mechanism as specified in the standard operating procedure on Procurement Manual for Externally Financed Projects; specifically, Sub-Clause 3.5.

**C. Key Procurement Conclusions**

The procurement legal framework is well established in Cambodia and includes the *Law on Public Procurement* (January 2012). The Law supports transparency, efficiency, and open competitive bidding is the default procurement procedure for all method except single source selection. The MEF will provide oversight for all project procurement through Procurement Review Committees (PRCs) and participation on procurement major, general and minor committees (BECs and CECs). A two stage approval process is in force which includes MEF approval through PRCs and ADB’s no-objection at each stage of the various procurement methods. The procurement of first package requires prior approval from ADB and following procurement packages are usually post review sampling based on the value and complexity of the packages and experience of the EA. Complaints procedures are included in all bidding documents and the EA will establish a complaints handling mechanism with the support of project consultants and following the procedures specified in the Procurement Manual for Externally Financed Projects. The biggest issue is that the EA has no project implementation or procurement experience. The project will provide the EA with adequate support from national procurement specialist, MEF and ADB. Because procurement packages are low cost and not complex, an international procurement specialist will not be required. Procurement risk management will focus on building and supporting the capacity of the EA to successfully tender, evaluate, and award contracts in accordance with MEF-ADB requirements. The Procurement Manual and its Standard Operating Procedures clearly spell out the requirements for externally funded projects in the Kingdom of Cambodia. These Procurement Manuals and its Standard Operating Procedures do not include national procurement procedures. National or “Local” procurement and accounting practices are governed by a separate MEF nationally adopted accounting and procurement procedures.

**D. External Influences Analysis**

<b>Governance</b>	Cambodia has a stable national government, a well-established legislative system and a strong system of governance extending from the national level to province, district, commune and villages. The Procurement Law has been in
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	<p>force since 2012 and MEF exercises strong control over procurement processes in terms of compliance with ADB procurement regulations. Standard operating procedures and procurement and financial management manuals provide clear guidelines on procurement approval procedures, reporting, auditing and contract management. Although the level of bureaucracy can be an issue, particularly for procurement and environmental approvals, the proposed project will be well supported and championed by the Council of Ministers and the EA. Although the effects of post-conflict from 1975 to 1992 continue, Cambodia has experienced relative peace and civil order over the past 2 decades. Domestic preference for goods will not apply to procurement packages under this project.<sup>5</sup> Payment terms will be clearly specified in contract conditions but usually not less than 30 days from receipt of certified invoice. Payments for small packages of civil works, consultants, goods and services will be paid from the project's impressed account and these will be paid within 14 working days of receiving certified invoices using SOE disbursement procedures. Civil works contracts will be paid via direct payment from the project's Advance Account.</p>
<b>Economic</b>	<p>The RGC Rectangular Strategy aims at elevating the country to High Middle-Income Country by 2030. Foreign Direct Investment has increased substantially in recent years with investment recorded at 3.6 billion in 2019. And prior to COVID, it was estimated that this would increase by a further 10% in 2020. 47% of investment originated from China. This has contributed to strong economic growth with 7.1% GDP recorded in 2019. In the medium term the impact of the COVID pandemic is expected to see GDP fall to - 4.00% with a strong negative impact on employment. ADB further forecasts that Cambodia's services sector is also expected to contract by 1.7 percent in 2020, as tourism and related services continue to slow. Industry growth is forecasted contract to 6.5 percent, with a deceleration in garment production for exports and slower growth in the construction industry. However, if the COVID pandemic ends and normalcy returns, ADB forecasts that Cambodia's economy will bounce back post COVID which is expected to grow at 5.7% in 2021. Inflation for 2020 is currently 2.1% and a rate of 1.8% is projected for 2021.<sup>6</sup> Exchange rates have remained stable especially KHR against the USD which is important in Cambodia's dollarized economy. The five-year average USD - KHR pair is 4,050 KHR. The current rate is 4,082 KHR.<sup>7</sup> Unemployment rates are rising due to the regional and global economic impact of COVID. The official rate for 2019 was 0.68% and the unemployment current rate is estimated at 0.68% and is projected to reach 1.10% by the end of 2020.<sup>8</sup> Labour supply is strong due to the fact that have returned from neighboring countries in the June 2020 quarter. According to the ILO 100,000 Cambodian workers returned from Thailand in the June 2020 quarter.<sup>9</sup> The upside is that local civil works contractors will benefit from a larger pool of skilled laborers.</p>
<b>Sustainability</b>	<p>Cambodia is subject to an intense hot season which stresses agriculture in upland areas such as Preah Vihear. Water shortages are an issue which affect the small holdings in the project area at Preah Vihear, along with water quality and poor soils. Cambodia is also subject to severe flooding in the Phnom Da</p>

<sup>5</sup> Contingent on provisions in the Grant Agreement for this project.

<sup>6</sup> ADB Economic Indicators for Cambodia, access on 25 September 2020 <https://www.adb.org/countries/cambodia/economy>

<sup>7</sup> National Bank of Cambodia accessed on 25 September 2020 [https://www.nbc.org.kh/english/economic\\_research/exchange\\_rate.php](https://www.nbc.org.kh/english/economic_research/exchange_rate.php)

<sup>8</sup> World Bank accessed on 25 September 2020 <https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=KH>

<sup>9</sup> ILO Country Office for Thailand, Cambodia and Lao PDR COVID-19: *Impact on Cambodian migrant workers*, (August 2020)



area is flooded during the wet season from July to December. Both project sites have high levels of poverty with strong gender bias and increasing levels of unemployment due to the impact of COVID pandemic. Lack of sanitary toilets, clean drinking water and waste management collection services and waste disposal facilities impact on sustainability. The project will support interventions that are both socially and environmentally sustainable with the aim of reducing poverty in the target areas.

#### **Environmental Impact and Remedies**

Potential impacts are mostly temporary, predictable, and reversible on air, water, soil and noise during construction period, and can be mitigated through adherence to national regulations and ADB's SPS 2009, design criteria, and implementation of Environmental Management Plan.

#### **Local Environmental Standards**

- The Borrower shall ensure or cause the Project Executing Agency to ensure that the preparation, design, construction, implementation, operation and decommissioning of the Project, each Subproject and all Project facilities comply with (a) all applicable laws and regulations of the Borrower relating to environment, health and safety; (b) the applicable Environmental Safeguards; (c) the Environmental Assessment Review Framework (EARF); and (d) all measures and requirements set forth in the respective IEE, the EMP, and any corrective or preventative actions set forth in a Safeguards Monitoring Report.
- The borrower shall ensure or cause the Project Executing Agency to ensure that no Subproject with Category A for Environment as defined in the SPS is financed under the Project.
- All bidding documents and contract for works contain provision that require contractor to:
  - o Comply with the measures relevant to the contractor set forth in the IEE, the EMP, the RP and the IPP, if any (to the extent they concern impacts on affected people during construction), and any corrective or preventative actions set forth in a Safeguards Monitoring Report;
  - o Make available a budget for all such environmental and social measures;
  - o Provide the Project Executing Agencies with a written notice of any unanticipated environmental, resettlement or indigenous peoples risks or impacts that arise during construction, implementation or operation of the Project that were not considered in the IEE, the EMP, the RP or the IPP (if any);

#### **Climatic Change and Impact**

Climate Change and Impact - Cambodia is regarded as one of the most vulnerable countries to the impacts of climate change in Asia. Geographically and ecologically it consists of four eco-zones: Tonle Sap, Delta, Plateau and Mountain, and Coastal eco-zones. Climate related impacts manifest differently in these eco-zones with provinces such as Preah Vihear in the Plateau and Mountain zone facing serious impacts of intense rainfall-related flooding and droughts while provinces such as Takeo in the flat, Delta and Tonle Sap zones are at risk from impacts of river flooding, droughts, and storms. ADB requires screening for climate risk assessments and identification of climate-proofing options at the project level. The climate change risk assessment, adaptation and mitigation measures are indicated in IEE and EMP for all projects phases; pre-construction, construction and operation phases.

<b>Technology</b>	<p>Cambodia enjoys relatively reliable internet and phone coverage in the urban areas, and coverage and signal strength in the provinces is improving. In the project areas, coverage and signal strength is considered adequate. Construction materials such as steel, ceramics, plumbing supplies and steel roofing are imported from Thailand and Vietnam. Cement is produced locally, however most is imported but there is no shortage of supply for these materials.<sup>10</sup> Most high tech goods and equipment are also imported and E-procurement not in place at this time. The challenge for the project will be the need to acquire and procure technical inputs through support from the Asian Institute of Technology (AIT). Currently, the project recommends single source selection as AIT is the only viable supplier of technology for the production of freshwater prawn fingerlings for hatcheries that will be supported by the project in Angkor Borie. In the event that COVID-19 restrictions continue and cross border travel from Cambodia to Thailand prohibited, then the impact on project implementation will be delayed.</p>
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## E. Key Procurement Conclusions

Cambodia's industrial sector remains weak with a narrow base characterized by a simple manufacturing sector with low levels of technology. The sector lacks diversity in its industrial base, is low value, low tech and is concentrated in urban centers with weak management structures that demonstrates poor innovation. The labor force is also poorly developed and technology is often outdated. The sector concentrates on garment manufacturing and food processing with low capacity to compete in regional and international markets. To remedy these weaknesses, the RGC approved the Cambodian Industrial Development Policy 2015 – 2025 (IDP) on 06 March 2015. The IDP strategy has been adopted to promote Cambodia's industrial development that aims to support sustainable and inclusive accelerated economic growth through economic diversification, strengthening competitiveness and promoting productivity. The sector continues to attract investment from the region, and especially China, who are introducing new technology and skilled labor to the industrial sector. To further capitalize on the opportunity for Cambodia industrial sector to diversify and strengthen, DPs are investing heavily in TVET programs which will provide skilled labor to drive industrial development. The opportunities for the project's procurement strategy are not significant at this time, however, SPP monitoring and revision will accommodate changes in the external environment. The Anti-Corruption Unit (ACU) was set up in 2006. Subsequently, the Law on Anti-Corruption was enacted in 2010 which further strengthened the ACU's work. The SP/PM and bidding documents include the requirements, procedures and actions related to handling of corruption matters. All concerned persons and bidders have to sign the code of Ethical Conduct and Fraud and Corruption. Bid documents and contracts contain specific clauses binding bidders and contractors to the RGC and ADB Anti-Corruption Policies.<sup>11</sup> The Council of Minister's has established internal audit controls which are in place and externally financed projects are externally audited each year by internationally recognized independent auditors (KPMG and others).

## F. Stakeholder Analysis and Communication Plan

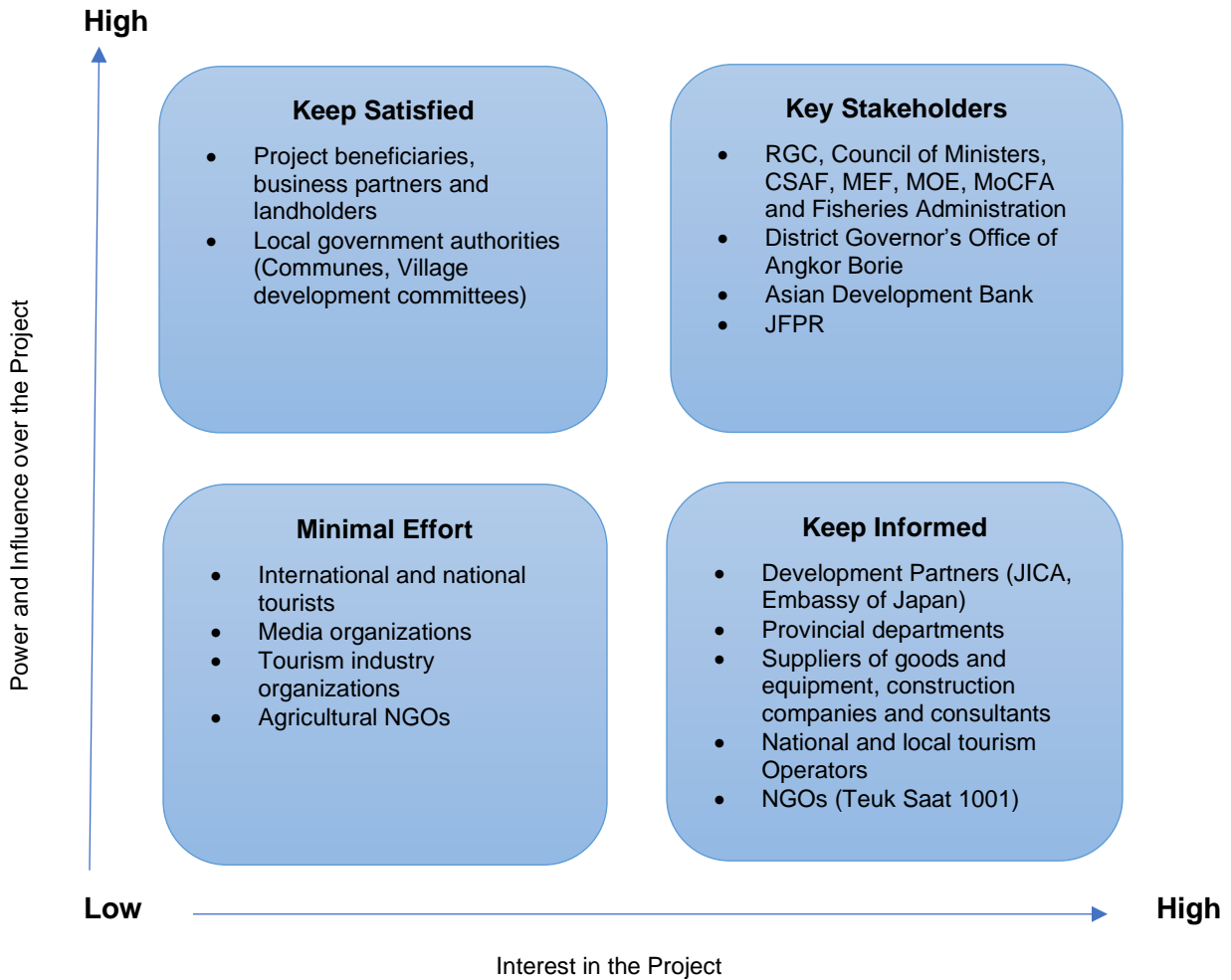
7. To enable successful project planning and implementation, it is necessary to identify the stakeholders, both internal and external, who will be involved in the project or affected by the project. Problems may arise when stakeholders are not considered at the outset and become involved too late. This can occur after the contract is in place, which can lead to project delivery issues. Some external stakeholders may include other government agencies, bidders, and trade associations, civil society associations and local communities. Without the necessary early

<sup>10</sup> Ministry of Land Management Report in Asia News IT, accessed on 23 September [http://www.asianews.it/news-en/Cambodias-construction-industry-still-booming-US\\$-44-billion-invested-since-2000-47471.html](http://www.asianews.it/news-en/Cambodias-construction-industry-still-booming-US$-44-billion-invested-since-2000-47471.html)

<sup>11</sup> ADB Cambodia Country And Sector/Agency Procurement Assessment (December 2018) p.13 para 31

engagement, they may seek to influence the project strategy by influencing the internal stakeholders. Stakeholder analysis is based on identifying and mapping the key stakeholders, establishing their interest in the project and producing a communication strategy to involve them. The stakeholder analysis indicates how engagement with all groups of stakeholders will be carried out and an effective communication plan is to be developed and implemented.

### G. Stakeholder Communication Plan



## 1. Key Stakeholder Group

<b>Stakeholder Name and Role</b>	<p>Key Stakeholder Group:</p> <ul style="list-style-type: none"> <li>• Royal Government of Cambodia;</li> <li>• Council of Ministers;</li> <li>• Civil Society Alliance Forum;</li> <li>• Ministry of Economy and Finance;</li> <li>• Ministry of Culture and Fine Arts;</li> <li>• Provincial Department of MAFF</li> <li>• Fisheries Administration</li> <li>• Asian Development Bank</li> <li>• JFPR</li> <li>• District Governor’s Office of Angkor Borie (DGO-AB)</li> <li>• National Authority for Management of Preah Vihear</li> </ul>
<b>Interest in Project</b>	<ul style="list-style-type: none"> <li>• High Interest Group including</li> <li>• RGC – Council of Ministers, CSAF – EA/PCU with strong interest in success of project</li> <li>• MEF – Supporter and sponsor with strong influence and decision making</li> <li>• ADB – Supporter with strong influence and decision making</li> <li>• JFPR – funding Agency</li> <li>• Ministry of Culture and Fine Arts and UNESCO – strong interest in sub projects related to heritage and archeology</li> <li>• DGO-AB and NAPV – implementing agencies with strong interest in implementing the project</li> <li>• PV MAFF and Fisheries Administration – implementing partners with strong interest in implementing agricultural sub-projects</li> </ul>
<b>Support and level of Influence</b>	<ul style="list-style-type: none"> <li>• RGC – COM, MEF, MOE, MoCFA, have high level of power, support and influence</li> <li>• ADB – JFPR have high level of power, support and influence during project design and monitoring during implementation</li> <li>• DGO-AB, NAPV and fisheries administration have high level of support and influence during project design and implementation (responsible for implementation)</li> </ul>
<b>Objections, Drivers, Needs, and Levers</b>	<p>The objectives of the key stakeholder group are linked to knowledge and deliver of:</p> <ul style="list-style-type: none"> <li>• Successful Project Delivery</li> <li>• Fulfilment of the Project Requirements;</li> <li>• Timeframes;</li> <li>• Quality and Cost; and Compliance.</li> </ul> <p>The drivers for this group are varied, and include:</p> <ul style="list-style-type: none"> <li>• Project Development Objectives</li> <li>• Delivering the benefit of the project</li> <li>• Compliance</li> </ul>

	<ul style="list-style-type: none"> <li>For RGC, COM and CSAF, demonstration of progress and success of the 2 pilot villages in the CSAF's 100 villages project</li> </ul>
<b>Actions</b>	All stakeholders in this group have strong buy in and a positive approach and expectations for this project. All stakeholders are committed to successful project implementation especially for procurement and safeguards to avoid delays in implementation. The EA requires technical and management support from the project. The EA will be influenced by face to face meetings that address concerns, issues and potential problems faced by the EA and the project
<b>Responsible, Accountable Consulted or informed</b>	The stakeholders in this group are either Responsible, Accountable or Consulted depending on their drivers and involvement in the preparation, formulation and implementation of the project.
<b>Communicate, What, When, and How</b>	<p>Most communication with the key stakeholders will be led by face-to-face communications for this stakeholder group, however such communication will also be supported by:</p> <ol style="list-style-type: none"> <li>1. Regular Reporting;</li> <li>2. Online Content and Communications;</li> <li>3. Presentations;</li> <li>4. Meetings; and</li> <li>5. Paper documentation and reports (as required).</li> </ol> <p>The EA through the PCU will be responsible for communicating to this Key stakeholder group.</p> <p>Communication will be scheduled and regular (no less than monthly as required or agreed), as well as ad-hoc, as required</p>

**2. Keep Satisfied Stakeholder Group**

<b>Stakeholder Name and Role</b>	<p>Keep Satisfied Stakeholder Group</p> <ul style="list-style-type: none"> <li>Project beneficiaries, business partners and landholders</li> <li>Local government authorities (Communes, Village development committees)</li> </ul>
<b>Interest in Project</b>	High power and influence and will be interested in the project in terms of the success of the project's implementation strategy
<b>Support and level of Influence</b>	<p>Medium level of support and level of influence. The objectives of the key stakeholder group are linked to their knowledge on: (i) the project schedule overall and for each output (ii) development of civil works and the supply of equipment (iii) positive news and media stories.</p> <p>The drivers for this group are varied, and include (i) General updates (ii) Scheduling, and specific impacts.</p>
<b>Objections, Drivers, Needs, and Levers</b>	The objectives of this stakeholder group are linked to an adequate knowledge of the project design and their roles and responsibilities established during project design and regularly

	updated information and engagement through the implementation period.
<b>Actions</b>	The stakeholders in this group have demonstrated a positive approach and outlook to the project. Administrative approvals and co-ordination of efforts to minimize disruption are an important part of the requirements of this stakeholder group. Important actions include: (i) understanding of the licences and approvals required (ii) timely consultation/information on any disruptions; and (iii) advance information on co-ordination requirements.
<b>Responsible, Accountable Consulted or informed</b>	The stakeholders in this group are to be informed and consulted.
<b>Communicate, What, When, and How</b>	Most communication will be electronic communication via email, website and online data or face to face meetings. The EA through the PCU and PIUs, CSAF and the selected contractor(s) will have shared responsibility for communicating to this stakeholder group. Communication will tend to be on an “as needs” basis, rather than scheduled and will be supported by notifications.

**3. Minimal Effort Stakeholder Group**

<b>Stakeholder Name and Role</b>	Minimal Effort Stakeholder Group <ul style="list-style-type: none"> <li>• International and national tourists</li> <li>• Media organizations</li> <li>• Tourism industry organizations</li> <li>• Agricultural organizations</li> </ul>
<b>Interest in Project</b>	Low interest group including <ul style="list-style-type: none"> <li>• International and national tourists – access to information about destinations and attractions will improve interest</li> <li>• Media organizations will be solicited to cover good news stories and new attractions</li> <li>• Project beneficiaries, business partners and landholders have a high interest in benefits and impacts of project interventions</li> <li>• Local government authorities in project areas (Communes, Village development committees)</li> <li>• Agricultural organizations can be engaged to increase their interest in the project’s agricultural interventions</li> </ul>
<b>Support and level of Influence</b>	Low support and level of influence which will change over time
<b>Objections, Drivers, Needs, and Levers</b>	The objectives of the key stakeholder group are linked to their knowledge on: <ul style="list-style-type: none"> <li>• International and national tourists – attractions and ease of access to project areas</li> <li>• Media interest can be increased from low to high through good news stories and coverage of project events</li> <li>• Project beneficiaries and local government authorities will be interested in project implementation schedule</li> </ul>

	<p>and the schedule for civil works, supply of goods and technical trainings.</p> <p>The drivers for this group are quite varied, and include:</p> <ul style="list-style-type: none"> <li>• New visitor flows and destination circuits</li> <li>• Good news stories</li> <li>• Business development opportunities for tourism and agriculture</li> <li>• New revenue streams</li> </ul>
<b>Actions</b>	Stakeholders in this group have a positive approach and outlook to the project. The needs of the group are linked to timely release of relevant information (especially for approval items which could delay the progress of the project).
<b>Responsible, Accountable Consulted or informed</b>	This stakeholders in this group are to be informed through project supported meetings, workshops and seminars, media releases and marketing and promotion materials
<b>Communicate, What, When, and How</b>	Communication in this area will be a mixture of: (i) digital media (ii) online; and (iii) marketing and Information dissemination materials (in flight magazines, info graphics, trade magazines). CSAF and NAPV will have responsibility for communicating to this stakeholder group. Communication will be scheduled and regular to ensure that this group of stakeholders are appropriately informed.

**4. Keep Informed Stakeholder Group**

<b>Stakeholder Name and Role</b>	<p>Keep Informed Stakeholder Group includes:</p> <ul style="list-style-type: none"> <li>• Development Partners (JICA, Embassy of Japan)</li> <li>• Provincial departments</li> <li>• Suppliers of goods and equipment, construction companies and consultants</li> <li>• Inbound National and local tourism operators</li> <li>• NGOs (Teuk Saat 1001 Potable Water Social Enterprise)</li> </ul>
<b>Interest in Project</b>	High interest group
<b>Support and level of Influence</b>	High to Medium Level of power and influence
<b>Objections, Drivers, Needs, and Levers</b>	The objectives of the key stakeholder group are linked to their knowledge of the project implementation schedule, aims, outcomes and outputs, and detailed interventions. These stakeholders will have a direct interest in providing advice, technical training, goods, civil works, participation in visitor flows and circuits. Development Partners such as JICA and the Embassy of Japan have been important stakeholders that have and are supporting agritourism project in Cambodia at the present time.
<b>Actions</b>	Stakeholders in this group have a positive approach and outlook to the project. The needs of the group are linked to timely information (especially for approval items which could delay the progress of the project)



<b>Responsible, Accountable Consulted or informed</b>	This stakeholders in this group are to be informed through project supported meetings, workshops and seminars, media releases and marketing and promotion materials
<b>Communicate, What, When, and How</b>	Communication to this stakeholder group will consist as a mixture of: (i) digital media (ii) online; and (iii) marketing and Information dissemination materials (in flight magazines, info graphics, trade magazines). CSAF and NAPV will have responsibility for communicating to this stakeholder group. Communication will be scheduled and regular to ensure that this group of stakeholders are appropriately informed.

**H. Key Procurement Conclusions**

There are many stakeholders that have an interest in the project including project beneficiary’s local government authorities, NGOs, private sector tourism operators, agricultural producers, national government ministries, local government authorities as well as ADB, JFPR, JICA and the Embassy of Japan. The stakeholders have been split into four different groups and the objectives of the four different stakeholder groups are linked to knowledge on successful project delivery, fulfillment of the project requirements and quality, cost and compliance. Communication with the stakeholder groups will be maintained in accordance with the project’s stakeholder communication plan included in the PAM. The EA (Council of Ministers) through the PCU, is responsible for communicating to all relevant stakeholder groups and should produce a communication schedule that includes regular (no less than monthly as required or agreed), as well as ad-hoc, as required communications. Project procurement will require significant cooperation between ADB, MEF, EA and the EA’s PCU and consultants. Bidders and consultants will need open access to the project’s procurement plan and schedule.

**Section 3: Market Analysis**

8. The purpose of the market analysis is to allow the executing agency to develop an appropriate understanding of the relevant market sectors, their structures, and how they operate. Based on this understanding, the procurement plan will be tailored to ensure the bidders find the contract packages attractive and are motivated to bid and express interest. Market analysis will require more than just office research and the executing agency may need to undertake early supplier engagement to gain the necessary data and intelligence.

**A. Porter’s Five Forces**

<b>Competitive rivalry</b>	High	The project’s procurement packages are simple, low value and readily available in Cambodia. The project can expect good competition from civil works contractors, suppliers of off-the-shelf goods and equipment and from national consultants. According the <i>Cambodian Country and Sector Agency Procurement Assessment Report – Draft Interim Report</i> (December 2018), for contracts under \$5 million there are is a sufficient supply of local Cambodian contractors and competition is assessed as strong. However, packages need to be reasonably sized to attract good competition and contractors will reflect transport cost to Preah Vihear, which is 3 hours from Siem Reap, 4 hours from Kampong Thom and 5.5 hours
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		<p>from Phnom Penh.<sup>12</sup> Angkor Borie is just 1.5 hours from Phnom Penh.</p> <p>There is also a good supply of local international consultants who will be interested in both long term and short-term assignments. Equipment and expertise for aquaculture will need to be imported from Thailand. Based on the experience of TRTA procurement consultant/specialist, it is rare to receive less than three bids or Eols from contractors, suppliers and consultants. Strong investment in real estate and construction industry is driving more competition based on a recent statement by the Ministry of Land Management.<sup>13</sup></p>
<b>Bargaining power of buyers</b>	Medium	<p>Bargaining power of the borrower is medium as it has a non-dominant position in the market due to the relatively small value of packages. Except in the case of procuring technical support for establishment of freshwater prawn hatcheries. AIT is the source of technical experts that have the required specialized technology in the GMS. For the remainder of packages, these are low value (less than \$700,000) and accessible to a large market of suppliers and contractors based in Siem Reap and Kampong Thom.</p>
<b>Bargaining power of suppliers</b>	Low	<p>Supplier's bargaining power is low as there are many suppliers in the market based on statements by Land Management, Urban Planning and Construction and <i>Cambodian Country and Sector Agency Procurement Assessment Report – Draft Interim Report</i> (December 2018).</p>
<b>Risk of new entrants</b>	Low	<p>Interest of new entrants is welcome to provide more competition and improved technology and skills. New entrants - will not impact on the current market.</p>
<b>Risk of substitutes</b>	Low	<p>There is a low risk of substitutes as the technology is standard and in use for a number of years. The packages under the project will be clearly specified, are standard, off-the-shelf and readily available with the exception AIT technical trainers</p>

**B. Key Procurement Conclusions**

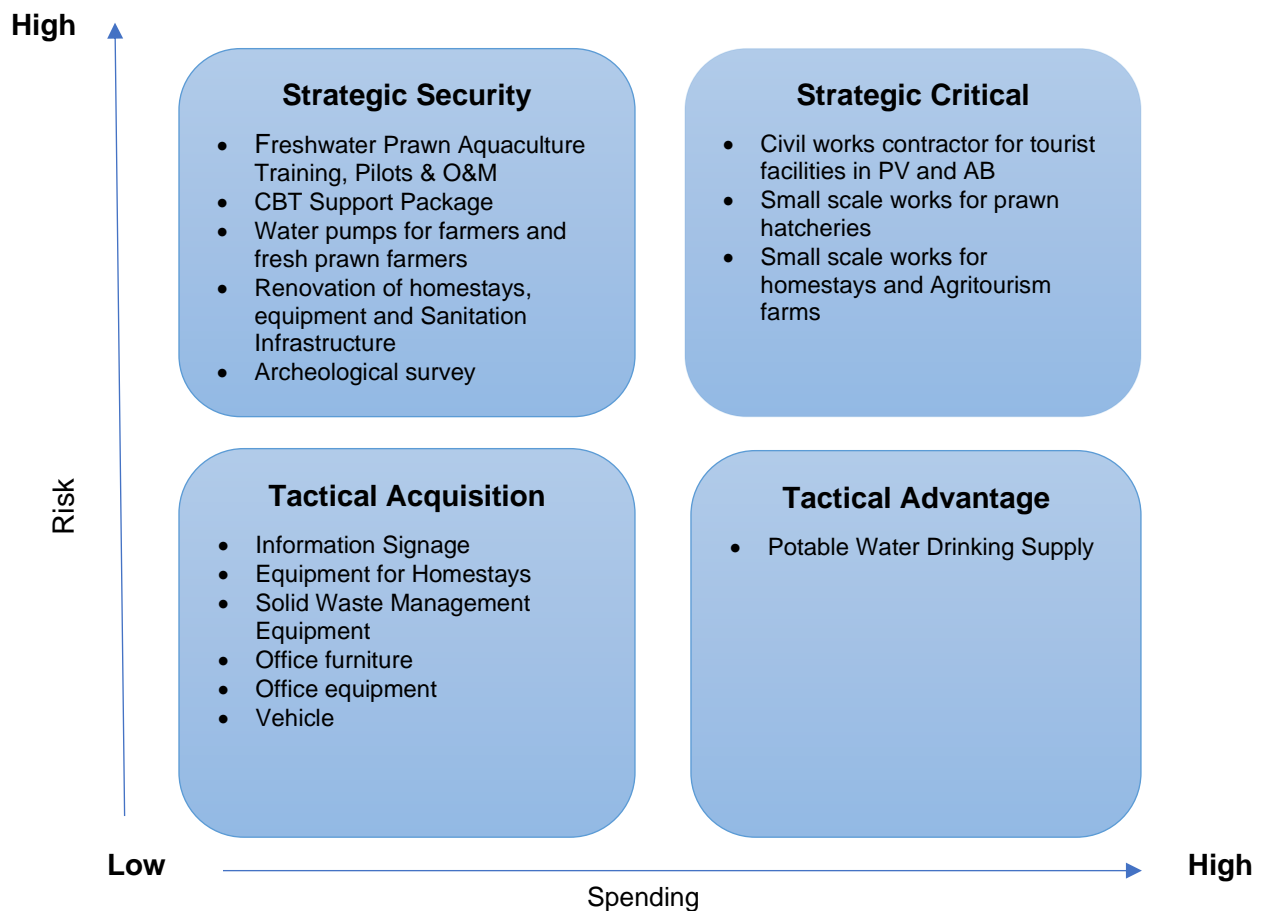
There are large numbers of national/ regional contractors operating in the market as evident from the review of the data presented in the 2018 *Country and Sector Procurement Risk Assessment*. The market is relatively competitive that helps to lower costs. The bargaining power of most suppliers is low due to the number of possible bidders who can implement civil works, technical training packages and supply off the shelf goods and equipment. The project includes a number of consulting services contracts. The TRTA consultants have identified three international consultant positions, eight national consultant's positions and one firm to provide a marketing and promotion package. Two of these will be recruited via SSS and will require MEF approval.<sup>14</sup> There is a good local supply of resident international consultants and national consultants. These positions will be made attractive by pricing for experienced consultants that have ADB/WB experience and proven track records. Civil works packages are simple and the buildings and other structures are standard. There is a good supply of civil works contractors from Siem Reap due to the dramatic slowing of the Siem reap construction economy. Currently there is no public database for consultants or contractors in Cambodia so this information is not publicly available at this

<sup>12</sup> ADB Cambodia Country And Sector/Agency Procurement Assessment (December 2018)  
<sup>13</sup> Ministry of Land Management Report in Asia News IT, accessed on 23 September [http://www.asianews.it/news-en/Cambodias-construction-industry-still-booming:-US\\$-44-billion-invested-since-2000-47471.html](http://www.asianews.it/news-en/Cambodias-construction-industry-still-booming:-US$-44-billion-invested-since-2000-47471.html)  
<sup>14</sup> AIT Prawn Technical Specialist and Archeological Study as per MEF SOP relating to SSS.

time. With over 100,000 returning workers from Thailand in the last 5 months skilled is in high supply. The risk of new entrants is not likely to impact the market significantly.

### C. Supply Positioning

9. The supply positioning tool is used to consider how to differentiate the procurement approaches for the proposed contract packages and lots within the project. It positions contracts into four groups based on their level of spending and risk. At this stage, it is worth validating the early risk assessment based on the analysis of the market and the operating environment. Categorizing goods, works, and services according to the nature of the supply situations provides a basis for developing appropriate strategies for managing these procurement arrangements. This analysis also provides areas to be considered within the project risk register. High-risk projects will have direct operational support during project processing from ADB procurement staff in the preparation of the procurement plan and bidding documents.



### D. Key Procurement Conclusions

#### Strategic Critical

Higher value critical to success of the project  
 Civil works – Tourist centers and Tourist Access Infrastructure  
 O Svay Lake Preah Vihear \$446,000  
 Angkor Borei Takeo \$421,000

Provincial Marketing and Promotion (project area and visitor flows) \$89,000<sup>15</sup>  
Small Scale Site Works, Buildings and Utilities for Prawn Production – hatchery development and Agriculture Production \$71,000

### **Strategic Security**

Low value – Potential to stop or delay the project (or parts of the project)

Freshwater Prawn Aquaculture Training, Pilots & O&M \$65,000

CBT Support Package \$80,000

Water pumps for farmers and fresh prawn farmers \$66,000

Irrigation and water tanks \$62,000

Feed machines \$66,000

Renovation of homestays and Sanitation Infrastructure (Home stays and agritourist farms) \$50,000

Cultural Physical Resources Conservation \$14,000

### **Tactical Advantage**

Low risk, low value, routine items and procurement

Potable Water Drinking Supply (Teuk Saat 1001) \$52,000

### **Tactical Acquisition**

Low value goods, low level of spending and risk

Information Signage \$9,000

Equipment for Homestays \$10,000

Solid Waste Management Equipment \$25,000

Office Equipment for PCU and PIUs (Laptops, computers, printers, photocopiers and accounting software) \$32,000

Office Furniture for PCU and PIUs \$15,000

Office Furniture for PV and AB tourist enters \$28,000

Vehicle \$40,000

### **Supplier Positioning – Description of Procurement Packages**

The project includes construction of two tourist/interpretation centers and minor civil works contracts valued at approximately \$938,000. The main civil works contracts are located at O Svay lake, Techo Thamacheat Village, Sra Em commune Preah Vihear valued at \$446,000 and Angkor Borei Museum, Phnom Da, Phnom Borei and Wat Kumnou valued at \$421,000. These centers will include car parking, restrooms, buildings including restaurants, souvenir outlets, ticketing and management offices, piers and boat landings and equipped with full utilities and services including solid waste management, potable water supply, electricity and drainage systems. The detailed design for the tourist center at O Svay Lake was completed by TRTA engineers with the aim of bidding this contract through advance contracting. The project will use national OCB for works packages between \$100,001 to \$3 million to procure this package. It is recommended that advance contracting be initiated for this civil works package to expedite project implementation.<sup>16</sup>

Smaller scale civil works will include improvements to 10 home stays as well as buildings and utilities for prawn production and hatchery development valued at \$71,000. For packages under \$25,001 to \$100,000 the project will use National Request for Quotation (RFQ) with advertising. The project will encourage national firms to participate in the bidding process and use open competitive bidding with advertising following the Single-Stage: One-Envelope Bidding Procedure. National OCB SBD will be used.

Goods and equipment valued at approximately \$343,100 will include agricultural and aquaculture equipment to support vegetable, livestock and freshwater prawn production activities - will be procured via RFQ. National packages with advertising will include (i) water pumping equipment estimated at \$66,000, (ii) solid waste management equipment \$25,000 (iii) support upscaling of potable water supply \$52,000 (iv) Irrigation and water tanks \$62,000 (v) feed machines \$66,000, (vi) vehicle \$40,000 and (vii) office

<sup>15</sup> Including the supply of IEC materials

<sup>16</sup> The TRTA team completed detailed design for Angkor Borei tourist center however, the combined package will require additional design work for the minor tourism sites in Angkor Borei.

equipment estimated at \$32,000. All of these goods and equipment packages are off the shelf and available locally and the project will use SBD/RFQs to advertise and evaluate bids.

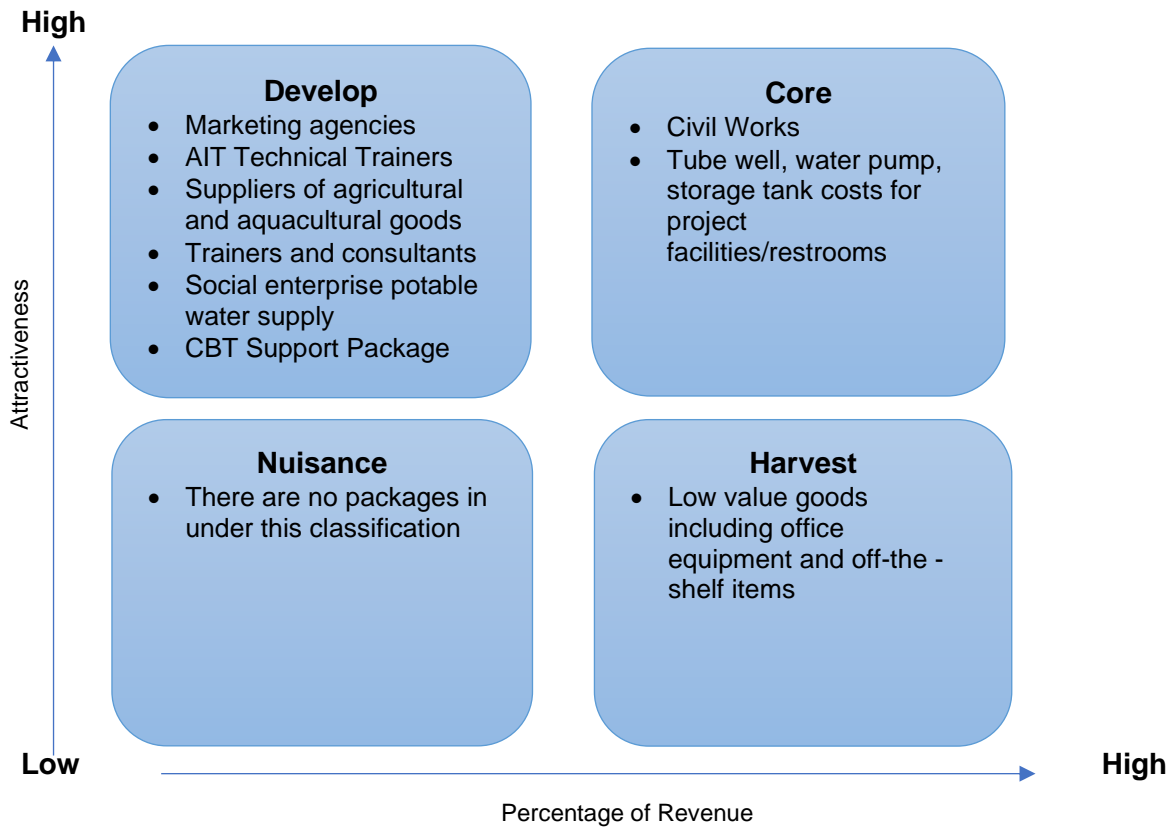
Smaller equipment packages procured via RFQ with and without advertising include (i) directional, information and interpretation signage roadways, heritage and tourist sites at \$9,000 (ii) equipment and accessories for Homestays at \$10,000 (iii) tube well, water pump, storage tank costs for project facilities/restrooms, (iv) office furniture for PCU and PIUs at \$15,000, and (v) office furniture for PV and AB tourist enters at \$28,000. As with advertised packages, all of these goods and equipment packages are off-the-shelf and available locally. The project will use RFQ and invite a minimum of 3 suppliers to submit quotations.

The total cost for consulting services is estimated at approximately \$678,000. The project will recruit ten individual consults using Individual Consultant Selection (ICS), two firms using Consultant Qualification Selection contracts (CQS), and one Technical Institute using Single Source Selection (SSS). The EA and TRTA team agree that the project will receive the best value for money utilizing experienced international and local consultants. There are three international consultants (i) an International Tourism Development/Project Management Specialist/TL and (ii) an International Community Enterprise Development Specialist and (iii) AIT aquiculture experts (Thailand). National consultants will include (i) National Financial Management and Administration Specialist/DTL (ii) National Field Coordinator (iii) National Procurement and Contracts Specialist (iv) National Gender and M&E Specialist (v) National Environmental Specialist (vi) Social Safeguards Specialist (vii) National Civil Engineer and (viii) National Cultural Physical Resources Conservation Specialist. To support Provincial Marketing and Promotion (project area and visitor flows) the project will engage a suitably qualified firm via CQS. The project will also recruit a national firm to support establishment and operation of community based tourism organizations (CBT).

The cost estimates are based on attracting the most experienced and competent consultants to support this first project implemented by the CSAF. While a PIC firm may provide less administration by the EA/PCU and ADB, the risk of poor performance is high based on the experience of other EAs in tourism and agricultural sectors. It is estimated that once the firm add their administration and profit margins the costs will be similar.

## **E. Supplier Preferencing**

10. The supplier preferencing analysis as detailed below has been applied to provide an indication of how suppliers may view ADB funded projects in terms of attractiveness of doing business and the behaviors suppliers may exhibit in bidding and delivering contracts. Larger value contracts will encourage bidders to participate in large numbers. The suppliers prefer timely award of contracts, avoid inspection delays and timely payment and clear instructions on delivery to different locations.



## F. Key Procurement Conclusions

### Core

Supplier seeks to lock the Buyer in

- Civil works packages for tourism sites
- Tube well, water pump, storage tank costs for project facilities/restrooms
- Civil works contractors will be reliable and good quality with at least one contractor that has built tourist facilities in the past with excellent performance and commitment to the project's outcomes

### Develop

Supplier nurtures relationship, performs well and provides incentives

- Provincial Marketing and Promotion (project area and visitor flows) Good quality agencies produce high quality work rely on repeat business and word of mouth.
- Training providers will be interested in repeat work to train beneficiaries
- PCU and PIU support consultants will be interested in the success of the project and conscious of their personal performance and contribution to supporting the project reach its objectives
- AIT aquaculture specialists
- Suppliers of agricultural and aquaculture goods will be selected to provide quality equipment, training and aftersales services as a part of RFQ based on the specifications and client needs
- Support Upscaling of Potable Water Drinking Supply (Teuk Saat 1001) \$52,000
- CBT support Firm

### Harvest

Supplier seeks short term advantage

- Low value suppliers of goods such as office equipment, will be looking for smooth delivery as per the conditions of their contracts and no delay in payments.

#### **Nuisance**

- There are no packages in this classification (PIC Firm is not recommended based on this quadrant)

#### **Key Procurement Conclusions**

The supplier preferencing indicates that ADB funded projects and projects are generally attractive to the market, especially the local and regional market. Discussions with freshwater water prawn specialists from Thailand indicate strong support to establish commercial hatcheries in Angkor Borie. Although the civil works packages are small in value (\$0.958million) they have been divided into separate packages to attract local contractors as well larger contractors from Phnom Penh and Siem Reap. Smaller local contractors are also keen to have ADB projects as a part of their company profiles to elevate their position in the market and grow their businesses. Larger contractors understand delays in progress payments and will not bid unless they have sufficient funds to support the first three months of construction activities.

#### **Lessons Learned and Best Practices in the Tourism Sector in Cambodia**

ADB's experience and support for a number of successful tourism development projects in Cambodia has been very positive. ADB financed and administered projects include *the Mekong Tourism Development Project* (2007-2010), *Improving Market Access for the Poor in Central Cambodia* (2011-2014) and the *GMS Tourism Infrastructure for Inclusive Growth Projects Phase 1 and 2* (2014–2020 and 2018- 2023). ADB's support for tourism projects is consistent with ADB's country partnership strategies for Cambodia, the GMS Strategic Framework 2012–2022, and ADB's Operational Plan for Regional Cooperation and Integration (2016–2020).

The Operational Plan for Regional Cooperation and Integration is harmonized with other development partner efforts to boost inclusive and sustainable tourism. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Government of the Grand Duchy of Luxembourg, and Swiss Agency for Development and Cooperation are supporting tourism vocational training. Japan International Cooperation Agency (JICA), the New Zealand Aid Programme, and several nongovernment organizations are helping public agencies improve tourism planning and assist private entities develop and market tourism services. JICA and the World Bank provide substantial support for transport and urban development in the GMS corridors. The French Development Agency (AFD) is currently providing support through its *Tourism Commercial Capacity Building Program* which includes marketing programs for Eco tourism and Gastronomy. The World Bank is also implementing the *Cambodia Sustainable Landscape and Ecotourism Project* which aims to improve protected areas management, and to promote ecotourism opportunities and non-timber forest product value chains in the Cardamom Mountains-Tonle Sap landscape.

Key lessons from past ADB operations include the need to (i) analyze tourism demand to guide selection of project areas, (ii) focus on larger public infrastructure, (iii) consider lifecycle costs and climate change when selecting engineering solutions, (iv) generate synergies with other ADB operations, (v) promote women-led enterprises and women's attainment of leadership roles to increase inclusiveness, and (v) build capacity for destination management and infrastructure operation and maintenance.<sup>17</sup> Given the significant infrastructure financing requirements and the activities of other development partners, ADB continues to focus its assistance on improving urban–rural transport infrastructure, expanding urban environmental services, supporting SME development, capacity building for public officials, and the implementation of regional tourism standards. Such investments are necessary to create favorable conditions for private sector expansion into secondary tourist destinations, deepen regional market connections, and improve environmental sustainability. At the project level, these activities have informed new and improved project designs and lessons learned from recent ADB projects. For the design of the Community-Based Tourism COVID-19 Recovery Project the following features have been incorporated; (i) a land use agreement will

<sup>17</sup> ADB. 2009. *Sector Assistance Program Evaluation: Tourism in the Greater Mekong Subregion*. Manila; ADB. 2017. *Validation Report: GMS Sustainable Tourism Development Project*. Manila.

be executed between the RGC and CBTs to ensure adequate land tenure (ii) start up and implementation support for CBTs has been provided through a 4 year CBT support package to achieve operational and financial sustainability within the term of the project (iii) agriculture has been incorporated into the project to provide complimentary all year round income to offset the tourist low seasons and crop selection has been based on market demand and profitability (ii) the inclusion of agriculture interventions provides opportunities for product development (Homestay farming, catch an grill, organic farm to table produce) (iv) stronger market linkages through working with existing farmer organizations/NGOs with proven experience in new farming techniques and established markets (v) the risks of prawn hatchery development have been reduced through understanding the limited success of an earlier JICA funded project in Angkor Borei and (vi) construction of tourist facilities that introduce tourists with marketable destinations and at the same time provide CBTs with the opportunity to develop new tourist circuits (including travel by canals from Takeo to Angkor Borei) (vii) a strong marketing support program for both destinations to be implemented over the term of the project (including endorsement form UNESCO) and (viii) the completion of procurement risk assessments and an SPP that ensures the project's procurement plan will be implemented efficiently by the EA, based on the completion of market research an options analysis.

## Section 4: Risk Management

### A. Project Procurement Risk Assessment Risk Register

Risk Description	Likelihood ("L") (1-5)	Impact ("I") 1-5)	Risk Score (L x I)	Proposed Mitigation	Risk Owner
Inefficient procurement planning	5	5	25	Mitigated by support from TRTA Consultants/Experts during project design, advanced contracting and ongoing review of SPP	EA/PCU and ADB
EA lack procurement capacity and expertise	5	5	25	Provide training and capacity building to procurement staff on ADB procurement procedures and Government Standard Operating Procedure on Procurement, Financial Management, and Project Management and assign procurement consultants to the PCU.	EA/PCU and ADB
There is no e-procurement so less transparency	2	2	4	Ensure broad advertising on various media, ADB-CMS, project and industry websites	EA/PCU and ADB
Inadequate transparency in procurement	1	3	3	Procurement notices including publication of contract awards are easily accessible via media and website.	EA/PCU and ADB
Lack of attention to anticorruption measures	1	2	2	Provide adequate measures in bidding documents and capacity building for ADB	EA/PCU and ADB

<b>Risk Description</b>	<b>Likelihood (“L”) (1–5)</b>	<b>Impact (“I”) 1–5)</b>	<b>Risk Score (L x I)</b>	<b>Proposed Mitigation</b>	<b>Risk Owner</b>
				anticorruption policies to the EA	
EA and MEF approvals delay evaluations and timely implementation	3	3	9	Support from project consultants and ADB	EA/PCU and MEF
Inadequate complaints handling mechanism	2	4	8	The General Department of Public Procurement (GDPP) of MEF who act as regulator will handle the related complaints of the project	EA/PCU and MEF and MEF/GDPP
EA has inadequate control and management of procurement documents and procurement auditing processes	2	1	2	Internal procurement control and audit activities to be maintained in accordance with MEF Procurement Manual and RGC audit guidelines	EA/PCU and MEF
Advertising does not reach enough quality contractors	1	4	4	Wider advertisement in accessible or popular national newspapers, media and websites	EA/PCU
Variation in scope or costing after contract award	3	3	9	Cost estimates will reflect current market price. Design of civil works and specifications of goods will be estimated carefully with current market prices and specifications to ensure the desired products and services are delivered to the project.	EA
Bid packages are too small	1	5	5	The EA will insure that bid packages are sufficiently sized and packaged by location and price to attract enough bidders	EA/PCU
Archaeological discoveries during construction in Angkor Borie	8	2	16	Archaeological impacts at project sites will be mitigated through a Heritage Impact Assessments and archaeological surveys prior to completion of civil works design and cost estimates. The civil works budget has been capped at \$0.42 million to manage the financial	EA/PCU



<b>Risk Description</b>	<b>Likelihood (“L”) (1–5)</b>	<b>Impact (“I”) 1–5)</b>	<b>Risk Score (L x I)</b>	<b>Proposed Mitigation</b>	<b>Risk Owner</b>
				risk of cost overruns for construction activities.	
Poor cost estimates	3	3	9	The EA will be supported to provide accurate cost estimates by TRTA consultants	EA/PCU
Abnormally low bids	1	3	3	Follow process indicated in the bidding document and Procurement Manual. Use ADB’s and MEF process for addressing abnormally low bids. TRTA team will provide middle cost estimates for civil works.	EA and ADB
Lack of market response for contractors and goods and consultants	1	1	1	This will be mitigated by broad advertising in national newspapers, media and websites	EA/PCU
Low estimates for consulting services may result in more experienced consultants not submitting EOIs for Individual consulting positions.	1	1	1	TRTA estimates for consulting services reflect the upper end of the market to attract experienced consultants to submit EOIs	EA/PCU
Impact of COVID19 and risk of extended implementation time frames.	3	5	15	This is beyond the control of the project and will impact on AIT experts traveling to Angkor Borie to train local farmers. Current COVID quarantine requirements impose 14 days isolation for all arrivals to Cambodia and 14 days on return their home country. It is possible that shorter quarantine periods could be implemented by both Cambodia and Thailand.	EA/PCU, MEF, ADB
Inadequate contract management capacity	5	4	20	TRTA consultants will provide capacity building training and support from PIC consultants	EA/PCU,
Delayed payments to contractors and suppliers from the EA’s impress account	3	4	12	With the support of the NFMS to facilitate the payment request and issuance of payment vouchers, the risk of late	EA/PCU

<b>Risk Description</b>	<b>Likelihood ("L") (1-5)</b>	<b>Impact ("I") 1-5)</b>	<b>Risk Score (L x I)</b>	<b>Proposed Mitigation</b>	<b>Risk Owner</b>
				payments will be minimized. process	
EA/IA delays handover of project sites	3	3	9	The EA/IA shall ensure that arrangements are in place to receive and operate and maintain project funded infrastructure and equipment prior to project closure	EA/PCU
Delay in release of counterpart funds.	1	2	2	Appropriate budget will be prepared and funds release in a timely manner	MEF

## **Section 5: Options Analysis**

### **A. Scope of the Project**

11. The procurement activities under the proposed project are identified as follows:

(i) Works:

CW01 O Svay Lake Tourism Center and Tourism Access Civil Works \$446,000  
 CW02 Angkor Borei Tourist Center and Tourism Access Civil Works \$421,000  
 CW03 Small Scale Works for Prawn Hatcheries \$21,000  
 CW04 Small Scale Works for Homestays and Agritourism Farms \$50,000

(ii) Goods:

G01 Office Equipment and Accounting Software \$32,000  
 G02a Office Furniture for PCU and PIUs \$15,000  
 G02b Office Furniture for PV tourist center \$14,000  
 G02c Officer Furniture for AB tourist center \$14,000  
 G03 Information Signage \$9,000  
 G04 Equipment for Homestays \$10,000  
 G05 Water Pumps \$66,000  
 G06 Drip Irrigation and Storage tanks \$62,000  
 G07 Feed Machines \$66,000  
 G08 Solid Waste Management Equipment \$25,000  
 G09 Portable Water Drinking Supply \$52,000  
 G10 Vehicle \$40,000

(iii) Consulting Services

CS01 International Tourism Development/Project Management Specialist/TL \$114,000  
 CS02 National Financial Management and Administration Specialist/DTL \$60,000  
 CS03 National Field Coordinator \$51,000  
 CS04 National Procurement and Contract Specialist \$33,000  
 CS05 National Gender and M&E Specialist \$49,000

CS06 International Community Enterprise Development Specialist \$61,000  
 CS07 National Environmental Specialist \$15,000  
 CS08 National Social Safeguards Specialist \$15,000  
 CS09 National Civil Engineer \$32,000  
 CS10 Freshwater Prawn Aquaculture Technical Services \$65,000  
 CS11 Provincial Marketing and Promotion (project area and visitor flows) \$89,000  
 CS12 National Cultural Physical Resources Conservation Specialist \$14,000  
 CS13 CBT Support Package \$80,000

## B. Packaging Options

Strategic Options Description	Feasibility (1–10)	Suitability (1–10)	Acceptability (1–10)	Overall (3–30)	Comments
Packaging for civil works  Option 1: One single package	8	5	5	18	This option is not recommended as the project sites are 500 km apart. This will attract the lowest number of bidders and exclude local contractors who wish to bid on one site only.
Option 2: One Package 3 Lots	8	7	7	22	This option is not recommended as archaeological studies will be required at Angkor Borei civil works sites. If there are delays in the initial archaeological study at Phnom Da the whole package at Angkor Borei will be effected and delayed.
Option 3: One Package 2 Lots  Lot 1: O Svay Lake Tourist Centers  Lot 2: Angkor Borei Tourist Centre	8	6	6	20	This option is not recommended as the DED has been agreed and completed for O Svay Lake tourist center but not competed for Angkor Borei civil works sites. This is especially the case for the proposed works at Phnom Da which is being listed by UNESCO and require additional due diligence for heritage and environmental impacts. <sup>18</sup>
Option 4: Two Separate Packages	8	8	8	24	This option is also recommended. In case there are delay in design and archaeological studies for Angkor Borei site, the project can start the procurement of O Svay Lake Tourist Centre in advance. Two separate

<sup>18</sup> The EA will seek UNESCO and MOCFA approval for the preliminary design for Phnom Da within the next month. Indications from the TRTA's Environmental Specialist is that the Welcome centre to be built at the museum site at Angkor Borei is low risk in terms of archaeological discovery of archaeological artifacts and not a priority site for MoCFA. It is understood that this and the O Svay Lake will not require a detailed archaeological investigation (transact test pits)

Strategic Options Description	Feasibility (1–10)	Suitability (1–10)	Acceptability (1–10)	Overall (3–30)	Comments
					packages will remain to increase competition of local bidders to participate in the bids.
Freshwater Prawn Training Option 1: Direct Contract AIT (SSS)	8	7	8	23	AIT has successfully transferred knowledge and capacity to other countries including Nepal for prawn and fish hatcheries. AIT has indicated that while quarantine will impact on the time that experts are deployment, AIT is able to use this time to generate project specific training materials and conduct VCs to mobilize farmers.
Option 2: Open Competition	8	2	2	12	Open competition was considered but not recommended because this expertise is highly specialized. Previous project experience to establish prawn hatcheries in Angkor Borie using a Vietnamese university failed due to technical deficiency in terms of knowledge transfer. In addition, there are no other technical expertise for Cambodian Freshwater Prawn Hatchery development in the region.
National Cultural Physical Resources Conservation Specialist Option 1: Open Competition	8	8	8	24	Open competition is recommended based on the number of qualified archaeologists available within the MOCFA and also working in the heritage consultancy sector.
Option 1: Direct Contract NAS (SSS)	4	4	4	12	Single source selection was initially considered however, after further research and inquiries with the MOCFA, it was revealed that the Ministry had an ample supply of qualified archaeologists that could undertake the assignment.
Office Equipment and Accounting Software Option 1: 2 lots	8	8	9	25	This option is preferred as not all office equipment and IT suppliers will be able to provide both hardware and software. There is ample supplies of office furniture and equipment which is imported

Strategic Options Description	Feasibility (1-10)	Suitability (1-10)	Acceptability (1-10)	Overall (3-30)	Comments
					from Vietnam, China and Thailand.
Option 2: 1 package	8	4	6	18	This option is not preferred. If suppliers can provide only hardware or software and not both, they will not bid on this single package and will be excluded.
Individual International and National consultants Option 1: PIC Firm	8	6	4	18	This option was considered as appropriate in terms of the ease of administration, however, the EA and TRTA team had concerns that the total value of the contract was relatively low and only available for national firms. Based on experience of EAs in tourism and agriculture, these low value contracts have attracted poor quality firms and produced poor performance. In these cases the administrative burden and delays have exceeded the advantage of recruiting a single PIC firm.
Individual International and National consultants Option 2: Individual project consultants	8	9	9	26	The EA has elected this option based on its experience with the TRTA team to prepare this project and lessons learned from other EA's who have used both PIC and IC consultants. The IC team includes an international project management specialist and a national team leader and procurement specialist who will support the EA manage the IC consulting team. There is an ample supply of international and national specialists (residents) in Cambodia
Community Participation	4	4	4	12	This option was considered as communities can often add value and reduce costs via community participation in procurement. Communities know well their local situation and specific procurement needs. However, this type of procurement was considered unviable in the project areas for the reasons listed below: (i) inexperience of the EA to undertake standard and simple

Strategic Options Description	Feasibility (1-10)	Suitability (1-10)	Acceptability (1-10)	Overall (3-30)	Comments
					procurement (not withstanding IC consultants support), (ii) lack of budget for a community procurement organizer to be engaged to coordinate and support communities to undertake procurement (iii) additional and excessive procurement administration would be required by the project's NPS to provide support and supervision for the community procurement organizer (iv) absence of community procurement experience in the project's target areas (v) additional cost which would be incurred by NGOs and farmer cooperatives to assist communities procure small value packages, (vi) illiteracy rates are very high in both target areas, reducing the pool of potential community procurement volunteers available to undertake procurement (vii) the IAs have no experience for procurement and therefore could not provide adequate supervision of support to these communities and (viii) smaller packages are unlikely to attract the required completion and therefore cost increases are likely; particularly for Preah Vihear which is considered a remote location.

12. Rationale on Advanced contracting

Major Civil Works Package (Tourism Center and Tourism Access Civil Works in O Svay Lake)

Advanced actions for civil works, reduce the risk of implementation delays and support rapid start up. Advanced contract can commence after loan approval and before effectiveness, which will lower the risk to the RGC. The option is feasible given the time frame to project effectiveness (December 2021). The option is suitable and appropriate based on the time required to procure civil works under OCB. The option is acceptable to all parties as advanced contracting supports rapid project start up. Local contractors are not significantly impacted by COVID however, new COVID related operating procedures are now policy for ADB civil works projects. There are no disadvantages with this option.

## Goods Packages

Similarly, advanced actions for Goods also reduce the risk of implementation delays. Several Goods packages including Office Equipment and Accounting Software, Office Furniture and a Vehicle will be required at the start of project for operational purpose and readiness of having accounting systems in place for effective financial management. The option is acceptable to all parties as advanced contracting supports rapid project start up. There are no disadvantages with this option

## Selected PCU Consultants

Advanced actions for selected PCU support consultants, will reduce the risk of implementation delays due to EA/PCU lack of procurement and project management capacity and support rapid project start up. The option is feasible as COVID restrictions will continue to impact on the time to mobilize international consultants, however, a number of these consultants are currently working in Cambodia and have successfully negotiated the complex COVID-19 related travel arrangements that are in place. An International Tourism Development/Project Management Specialist/TL, National Financial Management and Administration Specialist/DTL, National Procurement and Contract Specialist, National Civil Engineer and National Culture Physical Resource Conservation Specialist will be recruited as ICs and there are no disadvantages with this option.

Advanced actions for the Freshwater Prawn Aquaculture Training, Pilots & O&M contract will reduce the risk of implementation delays due to COVID travel restrictions. The technical capacity building contract for prawn hatcheries will be sourced from AIT in Thailand but equipment will be purchased locally. It is recommended that the AIT is recruited via SSS as market research has confirmed that AIT is the only regional freshwater hatchery consultancy able to deliver the technical expertise required by the project.<sup>19</sup> AIT Specialists will need clearance to travel from Thailand to Cambodia and the option is feasible but possibly problematic. However, as this expertise is not available in Cambodia so the project's options are limited.

Advance actions for selection of the CBT support firm will reduce the risk of implementation delays due to EA/PCU lack of experience in managing the Community Based Tourism (CBT) programs and on the other hand to support project start up with well function and operation of CBT. The CBT establishment is one of 4 interventions on the critical path.

## **Section 6: Procurement Strategy Summary**

13. The indicative procurement plan and arrangements has been prepared with the following assumptions:

- i) Advance procurement action shall be adopted based on the rationale provide in the packaging options outlined above.
- ii) The estimated values in the plan are tentative and may be subject to change, but have been estimated based on TRTA experience with ongoing projects and current market costs.

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<sup>19</sup> A former project funded by JICA engaged a university in Vietnam and the project failed due to failure of the technical trainers to transfer full knowledge of the prawn breeding and growing cycle process from lave to the fingerling phase.

- iii) The advertisement dates indicated for the packages are tentative and may be advanced or postponed as per the requirements of the project.

**A. Procurement Packaging and Scheduling**

14. There is one (1) civil work package valued at \$446,000, which will be implemented at O Svay Lake in Preah Vihear. It is proposed that this package is procured through advanced contracting on Grant approval so that civil works can commence within 3 months of project effectiveness. Three Goods packages (Office Equipment including Accounting Software, Office Furniture and a Vehicle) and 7 Consulting Services contracts (International Tourism/Project Management Specialist/TL, National Financial Management and Administration Specialist /DTL, National Procurement and Contract Specialist, National Civil Engineer, National Cultural Physical Resource Conservation Specialist, Freshwater Prawn Aquaculture Technical Services Technical Specialists) and CBT Support Consultant will also be recruited through advance procurement.

**B. Procurement Methods**

15. As procurement packages are relatively low in value the following methods will be used. Civil works packages will be procured following National OCB. National RFQ with and without advertising will be used for goods and equipment. Under MEF Procurement Manuals procedures, RFQ is referred to "Shopping". Based on the RGC Standard Operating Procedure on Procurement, there are two types of shopping procedures (i) shopping with advertisement and (ii) shopping without advertisement. Shopping with advertisement is required to be advertised for 14 days with a threshold between \$25,001 to \$100,000, Shopping without advertisement up to \$25,000 is a method to request at least three quotations for comparison.

Individual consultant contracts will be procured using ICS. The method for promotion and marketing and CBT support will be CQS and SSS for Freshwater Prawn Aquaculture Technical Services Technical Specialists. All methods requiring advertising will be completed through national newspaper and the project and ADB websites.

**C. Prequalification**

16. Prequalification is not recommended as all contracts are relatively simple.

**D. Bidding Procedures**

17. Civil works and goods packages are simple and Single-Stage: One-Envelope bidding procedure will be used.

**E. Specifications**

18. Specifications for civil works will use the Ministry of Public Works and Transport Standard Specifications for Works (2003 Edition). Gender and age sensitive toilets will be built to ensure privacy for women and access for children and the elderly. Goods will be clearly specified and fit for purpose based on the detailed design of each intervention as specified by agriculture, aquaculture and tourism specialists. Both civil works and goods specifications will comprise of conformance contracts. Terms of References for individual consultants, the international technical institute (AIT) and the marketing agency will adequately specify scope of work and detailed tasks required under each contract.



## **F. Review Requirements**

19. The tourism centers civil works package, drip irrigation, storage tanks and feed machines package and all consultant contracts shall be subject to ADB prior review as this is the ADB's requirement for the first major civil works and goods packages for projects that are considered high risk during the project conceptualization phase. ADB's comments shall be included in bid and evaluation documents. The prior review of consultants is based on the fact that this is the EA's first project with ADB and has no previous procurement experience with development partner funded projects. The remaining civil works and goods packages will be subject to post review (sampling). The post review sampling procedure that will be used may be (i) conducted at reimbursement cycle (ii) part of regular ADB project review missions (iii) through ADB special missions or post review missions on an ad hoc basis. It is recommended that post review sampling is completed when the EA submits contracts to ADB for issuance of Procurement Contract Summary Sheets (PCSS). Procurement post sampling can also form a part of the schedule for regular ADB project review missions so that the EA can discuss any issues arising from the documentation directly with ADB procurement specialists.

## **G. Standstill Period**

20. The latest draft national OCB bidding document allows for a standstill period and such provisions (if any) will be included in the Bid Data Sheet. The decision to allow standstill periods will be made by the EA in consultation with the MEF PRC based on the requirements of the contract.

## **H. Standard Bidding Documents and Contract Forms**

21. National SBD for civil works and goods will be used along with national RFQ documents for goods and civil works.

## **I. Pricing and Costing Method**

22. The civil works will be based on admeasurement, whereas equipment and goods will be unit price based, individual consultant contracts will be time based and the international technical institute (AIT), the marketing agency and the CBT support will be paid on lump sum basis based on deliverables. Individual consultant rates have been calculated at the higher end of the market scale to attract qualified and experienced consultants. AIT has previously provided indicative cost estimates for technical their specialists. TRTA consultants have acquired and confirmed estimates from other tourism projects who have recently hired international and national marketing and promotion firms.

## **J. Key Performance Indicators**

23. The EA/PCU will identify key performance indicators (KPIs) for each contract to monitor the contractor's performance during contract implementation. Suggested KPIs include;

<b>Milestone-Phase</b>	<b>Percentage</b>
Submission of work program within 28 days from issue of notice to commence	5%

<b>Milestone-Phase</b>	<b>Percentage</b>
Mobilize required equipment and personnel	10%
Takeover of site and prepare building layout	5%
Establish facilities like testing laboratory, safety and health measures	2%
Submit contract management plan	2%
Comply with legal regulations including necessary insurance policies	2%
Construction achievement in phases	50
Issuance of Certificate of Completion	24

**K. Evaluation Method**

24. All procurement packages will be evaluated based on the lowest evaluated price and contracts will be awarded to the lowest evaluated substantially responsive bidder. Evaluations will be based on the following comparators; (i) for civil works the comparator will be the total cost based on the Bill of Quantities and conformance with specifications, (ii) evaluation for goods and equipment will be based on the lump sum value of the bid and conformance to specifications (iii) for selection of individual consultants, the evaluation will be based EOs and CVs (iv) for evaluation of the marketing agency and CBT support, the project will evaluate scoring of bio-data (CVs) and the financial component. For the international technical institute (AIT) the project will issue the RFP and request a financial and technical proposal from the AIT. The proposals will then be negotiated by the project and if negotiations are successful, the contract is executed.

**L. Value for Money**

25. Value for money will be achieved by applying open competitive bidding with national advertisement and request for quotation procurement methods for goods and works, given their low value, non-complex nature and competitive local market. All packages will follow the 1S1E bidding procedure and lowest evaluated substantially responsive bid (LESRB) evaluation modality promoting economy and efficiency. Asian Institute of Technology will be directly engaged to provide technical capacity building for prawn hatcheries given their exceptional experience in the area.

**M. Contract Management Approach**

26. The management of various contracts will be based on collaboration to achieve the best performance of contractors, suppliers and consultants. The EA/PCU shall prepare contract management plans for each contract which will identify the following items (i) risks and the mitigation of these risks through a risk management plan, (ii) contract administration procedures (iii) certification of works, goods and consultants timesheets (iv) payment schedules and processing of claims (v) identification of adequate resources, (vi) communication strategies, (vii) quality assurance and management (viii) dispute resolution processes (ix) contract closure procedures. EA/IAs will seek ADB's approval of the various contract management plans and provide timely reports to ADB through quarterly progress reports.

## Appendix 1 Procurement Plan

Basic Data		
Project Name: Project Name: Community-Based Tourism for COVID-19 Recovery Project		
Project Number: TBA	Approval Number: TBA	
Country: Cambodia	Executing Agency: Civil Society Alliance Forum	
Project Procurement Classification: B	Implementing Agency: National Authority of Preah Vihear & Angkor Borei District Administration Office	
Procurement Risk: Medium		
Project Financing Amount: \$3,701,000 ADB Financing: None Co-financing (ADB Administered): \$3,000,000 <u>Government: \$510,000 (in kind and tax exemption)</u> <u>Beneficiaries: \$150,000 (in kind)</u> <u>Small Enterprise \$50,000 (in kind)</u>	Project Closing Date: 30 November 2026	
Date of First Procurement Plan (on ADB board approval)	Date of this Procurement Plan: TBA	
Procurement Plan Duration: 18 months	Advance contracting: Yes	eGP: No

### A. Methods, Review and Procurement Plan

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 <sup>20</sup>	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)
Open Competitive Bidding (OCB) for Works <sup>21</sup>	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)

Consulting Services	
Method	Comments
Consultants Qualifications Selection (CQS) for Consulting Firm	Selection based on the qualifications of promotion and marketing and CBT support firm
Direct Selection for Individual/Consulting Firm	<u>Direct selection</u> for Asian Institute of Technology
Individual Consultant Selection	International and National Specialist

<sup>20</sup> MEF harmonized SOPs (2019) RFQ is equivalent to "Shopping" for goods and works - with and without advertising. The threshold for advertising is above USD \$25,001

<sup>21</sup> MEF harmonized SOPs (2019) NCB is equivalent is to Open Competitive (OCB)

## B. List of Active Procurement Packages (Contracts)

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 Tourism Center and Tourism Access Civil Works	446,000	OCB National	Prior	1S1E	Q4/2021	<b>Advertising:</b> Yes National <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> NCB for Works <b>Advance Contracting:</b> Yes <b>eGP:</b> No
CW02	Angkor Borei Tourist Center and Tourism Access Civil Works	421,000	OCB National	Prior	1S1E	Q2/2022	<b>Advertising:</b> Yes, National <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> NCB for Works <b>Advance Contracting:</b> No <b>eGP:</b> No
CW03	Small scale works for prawn hatcheries	21,000	RFQ	Prior	1S1E	Q3/2022	<b>Advertising:</b> No. <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping without advertisement for works <b>Advance Contracting:</b> No <b>eGP:</b> No

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
CW04	Small scale works for homestays and Agritourism farms	50,000	RFQ	Post (Sampling)	1S1E	Q3/2022	<b>Advertising:</b> Yes, National <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping with advertisement for Works <b>Advance Contracting:</b> No <b>eGP:</b> 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	Q3/2021	<b>Advertising:</b> Yes, National <b>Number of contracts:</b> Two (2) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping with advertisement for Goods <b>Advance Contracting:</b> Yes <b>eGP:</b> No
G02a	Office Furniture for PCU and PIUs	15,000	RFQ	Post (Sampling)	1S1E	Q3/2021	<b>Advertising:</b> No <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping without advertisement for Goods <b>Advance Contracting:</b> Yes <b>eGP:</b> No
G02b	Office Furniture for PV tourist center	14,000	RFQ	Post (Sampling)	1S1E	Q1/2023	<b>Advertising:</b> No <b>Number of contracts:</b> One (1)

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
							<b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping without advertisement for Goods <b>Advance Contracting:</b> No <b>eGP:</b> No
G02c	Office Furniture for AB tourist center	14,000	RFQ	Post (Sampling)	1S1E	Q1/2024	<b>Advertising:</b> No <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping without advertisement for Goods <b>Advance Contracting:</b> No <b>eGP:</b> No
G03	Information Signage	9,000	RFQ	Post (Sampling)	1S1E	Q1/2023	<b>Advertising:</b> No <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping without advertisement for Goods <b>Advance Contracting:</b> No <b>eGP:</b> No
G04	Equipment for Homestays	10,000	RFQ	Post (Sampling)	1S1E	Q3/2022	<b>Advertising:</b> No <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
							<b>Domestic Preference:</b> No  <b>Type of Bidding Document:</b> Shopping without advertisement for Goods  <b>Advance Contracting:</b> No  <b>eGP:</b> No
G05	Water pumps	66,000	RFQ	Post (Sampling)	1S1E	Q2/2022	<b>Advertising:</b> Yes National  <b>Number of contracts:</b> One (1)  <b>Prequalification of Bidders:</b> No  <b>Domestic Preference:</b> No  <b>Type of Bidding Document:</b> Shopping with advertisement for Goods  <b>Advance Contracting:</b> No  <b>eGP:</b> No
G06	Drip irrigation and storage tanks	62,000	RFQ	Post (Sampling)	1S1E	Q2/2022	<b>Advertising:</b> Yes National  <b>Number of contracts:</b> One (1)  <b>Prequalification of Bidders:</b> No  <b>Domestic Preference:</b> No  <b>Type of Bidding Document:</b> Shopping with advertisement for Goods  <b>Advance Contracting:</b> No  <b>eGP:</b> No
G07	Feed machines	66,000	RFQ	Post (Sampling)	1S1E	Q2/2022	<b>Advertising:</b> Yes National  <b>Number of contracts:</b> One (1)  <b>Prequalification of Bidders:</b> No  <b>Domestic Preference:</b> No  <b>Type of Bidding Document:</b> Shopping with advertisement for Goods

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Proc Method	Review	Bidding Procedure	Advertisement Date	Comments
							<b>Advance Contracting:</b> No <b>eGP:</b> No
G08	Solid Waste Management Equipment	25,000	RFQ	Post (Sampling)	1S1E	Q4/2022	<b>Advertising:</b> No <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping without advertisement for Goods <b>Advance Contracting:</b> No <b>eGP:</b> No
G09	Potable Water Drinking Supply	52,000	RFQ	Post (Sampling)	1S1E	Q3/2022	<b>Advertising:</b> Yes National <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping with advertisement for Goods <b>Advance Contracting:</b> No <b>eGP:</b> No
G10	Vehicle	40,000	RFQ	Post (Sampling)	1S1E	Q4/2021	<b>Advertising:</b> Yes National <b>Number of contracts:</b> One (1) <b>Prequalification of Bidders:</b> No <b>Domestic Preference:</b> No <b>Type of Bidding Document:</b> Shopping with advertisement for Goods <b>Advance Contracting:</b> Yes <b>eGP:</b> No



Consulting Services							
Package Number	General Description	Estimated Value (\$)	Selection Method	Review <sup>6</sup>	Type of Proposal <sup>7</sup>	Advertisement Date	Comments <sup>8</sup>
CS01	International Tourism Development/Project Management Specialist/TL	114,000	ICS	Prior	-	Q3/2021	<b>Type:</b> Individual <b>Assignment:</b> International <b>Expertise:</b> Tourism and project management <b>Advertisement:</b> International <b>Advance Contracting:</b> Yes <b>eGP:</b> No
CS02	National Financial Management and Administration Specialist/DTL	60,000	ICS	Prior	--	Q3/2021	<b>Type:</b> Individual <b>Assignment:</b> National <b>Expertise:</b> Finance and Admin <b>Advertisement:</b> National <b>Advance Contracting:</b> Yes <b>eGP:</b> No
CS03	National Field Coordinator	51,000	ICS	Prior	-	Q1/2022	<b>Type:</b> Individual <b>Assignment:</b> National <b>Expertise:</b> Field coordination <b>Advertisement:</b> National & CMS <b>Advance Contracting:</b> No <b>eGP:</b> No
CS04	National Procurement and Contract Specialist	33,000	ICS	Prior	-	Q3/2021	<b>Type:</b> Individual <b>Assignment:</b> National <b>Expertise:</b> Procurement <b>Advertisement:</b> National <b>Advance Contracting:</b> Yes <b>eGP:</b> No
CS05	National Gender and ME Specialist	49,000	ICS	Prior	-	Q1/2022	<b>Type:</b> Individual <b>Assignment:</b> National

Consulting Services							
Package Number	General Description	Estimated Value (\$)	Selection Method	Review <sup>6</sup>	Type of Proposal <sup>7</sup>	Advertisement Date	Comments <sup>8</sup>
							<b>Expertise:</b> GAD <b>Advertisement</b> National <b>Advance Contracting:</b> No <b>eGP:</b> No
CS06	International Community Enterprise Development Specialist	61,000	ICS	Prior	-	Q1/2022	<b>Assignment:</b> International <b>Expertise:</b> Enterprise development <b>Advertisement</b> National <b>Advance Contracting:</b> No <b>eGP:</b> No
CS07	National Environmental Specialist	15,000	ICS	Prior	-	Q1/2022	<b>Assignment:</b> National <b>Expertise:</b> Environmental <b>Advertisement</b> National <b>Advance Contracting:</b> No <b>eGP:</b> No
CS08	National Social Safeguards Specialist (IR)	15,000	ICS	Prior	-	Q1/2022	<b>Assignment:</b> National <b>Expertise:</b> IR Specialist <b>Advertisement</b> National <b>Advance Contracting:</b> No <b>eGP:</b> No
CS09	National Civil Engineer	32,000	ICS	Prior	-	Q4/2021	<b>Assignment:</b> National <b>Expertise:</b> Engineering <b>Advertisement</b> National <b>Advance Contracting:</b> Yes <b>eGP:</b> No
CS10	Freshwater Prawn Aquaculture Technical Services	66,000	Direct Selection	Prior	Bio-Data	Q4/2021	<b>Assignment:</b> International

Consulting Services							
Package Number	General Description	Estimated Value (\$)	Selection Method	Review <sup>6</sup>	Type of Proposal <sup>7</sup>	Advertisement Date	Comments <sup>8</sup>
							<b>Expertise:</b> Aquaculture  <b>Advertisement</b> NA  <b>Advance Contracting:</b> Yes  <b>eGP:</b> No
CS11	Provincial Marketing and Promotion	89,000	CQS	Prior	Bio-Data	Q2/2022	<b>Assignment:</b> National  <b>Expertise:</b> Marketing  <b>Advertisement</b> National  <b>Advance Contracting:</b> No  <b>eGP:</b> No
CS12	National Cultural Physical Resources Conservation Specialist	14,000	ICS	Prior	-	Q4/2021	<b>Assignment:</b> National  <b>Expertise:</b> Archeological  <b>Advertisement</b> NA  <b>Advance Contracting:</b> Yes  <b>eGP:</b> No
CS13	CBT Support Package	80,000	CQS	Prior	Bio-Data	Q1/2022	<b>Assignment:</b> National  <b>Expertise:</b> CBT  <b>Advertisement</b> National  <b>Advance Contracting:</b> Yes  <b>eGP:</b> No