

ROYAL GOVERNMENT OF CAMBODIA



**Land Allocation for Social and Economic Development Project II
(P150631)**

Project Implementation Manual

Guidelines for Project Management and Administration

April 20, 2016

ACKNOWLEDGEMENTS

The development of this Project Implementation Manual is a joint effort of the LASED II Project Management Team, Project Staff and its national and international consultants.

The present manual has been drawn up in accordance with the Standard Operational Procedures agreed upon by the Royal Government of Cambodia, The World Bank and the Asian Development Bank also incorporating suitable processes and procedures tested during the pilot phase of Land Allocation for Social and Economic Development implemented from September 2008 to March 2015. The Project Implementation Manual harmonizes with the WB's Operational Policies and Guidelines and leans on similar implementation manuals governing Cambodian WB-financed development initiatives. During the drafting process comprehensive documentation on good practice in community demand and driven development and empowerment of poor people within the pilot phase of LASED II was discussed, and in particular project implementation manuals from similar World Bank funded projects.

This Project Implementation Manual is designed under the visionary guidance of Samdech Krolar Hoam Sar Kheng, Deputy Prime Minister and Minister of Interior; H.E Im Chhun Lim, Senior Minister, Ministry of Land Management Urban Planning and Construction; H.E Ouk Rabun, Minister of Agriculture, Forestry and Fisheries; and H.E Aun Pornmoniroth, Minister of Economy and Finance. H.E Dr. Sareth Boramy, Project Director of LASED II, Deputy General Director of GDLMUPC, Permanent Deputy General Secretary of NSLC, and Director of Land Distribution Sub-Sector Program (LDSSP), Ministry of Land Management, Urban Planning and Construction (MLMUPC); H.E. Cheam Pe A, Project Coordinator of LASED II, and Deputy Director General, General Directorate of Local Administration, Ministry of Interior; H.E So Khan Rithykun, General Director, General Directorate of Agriculture, Ministry of Agriculture, Forestry and Fisheries; National and provincial project managers, respectively, have ensured that key elements in the PIM were discussed with the Project Management Team before finding place in the PIM. Special thanks go to the World Bank Task Team Leader, Ms. Mudita Chamroeun, and her specialist adviser team for their invaluable guidance and support.

ABBREVIATIONS AND ACRONYMES

AC	Agriculture Cooperative
AEA	Agro-Ecosystem Analysis
AFS	Agriculture Field Supervisor
AWPB	Annual Work-Plan and Budget
CAU	Contract Administration Unit (of Provincial Administration)
CDP	Commune Development Plan
CFD	Community Fund for Development
CLP	Council for Land Policy
CLUP	Commune Land Use Planning
CMAC	Commune Mine Action Center
CSO	Civil Society Organization
DAE	Department of Agriculture Extension
DAO	District Agriculture Office
DP	Donner Partner
DPI	Division of Planning and Investment of Provincial Administration
DTS	District Technical Staff
DWG	District Working Group
FA	Forestry Administration
FFM	Financial Management Manual
FFS	Farmer Field School
FU	Financial Unit
GDA	General Directorate of Agriculture
GDCG	General Department of Cadastre and Geography
GIP	Group Investment Plan
GIS	Geographic Information System
GPS	Global Positioning System
GRS	World Bank's Grievance Redress Service
GSSLC	General Secretariat for Social Land Concession
GTZ	Gesellschaft für Technische Zusammenarbeit, GmbH
HEF	Health Equity Fund
IDA	International Development Association
IPM	Integrated Pest Management
LASED II	Land Allocation for Social Economic Development phase II
LR	Land Recipients
LRC	Land Recipients Community
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Forestry and Fisheries
MEF	Ministry of Economy and Finance
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MoC	Ministry of Commerce
MoH	Ministry of Health
MoWA	Ministry of Women's Affairs
MOWRAM	Ministry of Water Resources and Meteorology
NCDSD	National Committee for Sub-National Democratic Development Secretariat
NCSLC	National Committee for Social Land Concession
NGO	Non-Governmental Organization
PA	Provincial Administration
PAMC	Project Achievement Maintenance Committee
PBC	Planning and Budget Committee
PDA	Provincial Department of Agriculture

PDLMUPCC	Provincial Department of Land Management, Urban Planning, Cadastre and Construction
PDoWC	Provincial Department of Women's Affairs
PDSA	Provincial Department of Social Affairs
PFT	Provincial Facilitation Team
PIM	Project Implementation Manual
PLUAC	Provincial Land Use Allocation Committee
PROCM	Procurement Manual
PSD	Program Support Division
PWG	Provincial Working Group
RFP	Request for Proposal
RGC	Royal Government of Cambodia
SLC	Social land concession
SLM	Social land management
TLR	Target land recipients
TOR	Terms of Reference
TSU	Technical Support Unit
VAHW	Village Animal Health Worker
VEW	Village Extension Worker

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- (1) LASED II Project Director
- (2) Chief of Training and Communication Unit (CTCU)
- (3) Chief of Land Management Unit (CLMU)
- (4) Chief of Administration unit (CAU)
- (5) Chief of Finance Unit (CFU)
- (6) Chief of Internal Audit Unit (CIAU)
- (7) Chief of Land recipient Selection unit (CLRSU)

- (8) Chief of Community Development Unit (CCDU)
- (9) Chief of Cadastral Unit (CCU)
- (10) International Operation Adviser (IOA)
- (11) National Operations Adviser (NOA)
- (12) National Infrastructure Engineer Adviser (NIEA)
- (13) National Strategy and Communication Adviser (NSCA)

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- (1) LASED II Project Coordinator
- (2) Chief of Procurement Unit
- (3) Chief of Finance Unit
- (4) Chief of Contract Administration Unit
- (5) Chief of Administration unit
- (6) Chief of Monitoring and Evaluation Unit
- (7) Chief of Training and Communication Unit
- (8) Chief of Internal Audit Unit
- (9) Contract Administration unit Adviser
- (10) National Financial Adviser
- (11) National Agriculture and Rural Community Development Adviser
- (12) Provincial Operations advisers

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- (1) GDA General Director
- (2) GDA Deputy General Director
- (3) GDA National Project Coordinator
- (4) Administration and Finance Officer
- (5) Farming System Officer
- (6) Agricultural Extension Officer
- (7) Agricultural Cooperative Officer?? TOR??

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- (1) Provincial Manager
- (2) Provincial Agriculture Officer
- (3) Provincial Target Land Recipient Selection officer (PTLRSO)
- (4) Provincial Cadastral and Land Management Officer (PCLMO)
- (5) Provincial Rural Development Officer (PRDO)

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1. THE LASED II PROJECT IMPLEMENTATION MANUAL

1.1 What is the Purpose of the Project Implementation Manual?

The purpose of the main text of this Project Implementation Manual (PIM) for the LASED II Project presents the guidelines on financial and administrative policies and procedures for the managers, administrators, staff, and consultants responsible for implementation of the LASED II project. These guidelines have been agreed between the Royal Government of Cambodia and the World Bank. All expenditures of LASED II project funds must comply with these guidelines.

This PIM describes the common principles, procedures, and organizational responsibilities that apply to the administration and management of LASED II by the IAs. In addition, a Community Operation Manual (COM) is designed to guide field staff in executing their duties effectively. The PIM, if read in exclusivity of COM, would fail to give the complete picture of the project.

The PIM is prepared based on the following documents (listed in the order of precedence) and lessons learnt from the pilot:

- (1) Standard Operating Procedures (SOP) of the Royal Government of Cambodia (RGC) and related Financial Management and Procurement Manuals (Sub-Decree No. 74 ANK. BK of May 2012);
- (2) The FMM is based on the SOP sections on FMM and PROCM of the Sub-Decree No.74 ANK. BK, signed and issued by the Prime Minister on May 2012;
- (3) Procurement policies are based on procurement guideline issued by MEF, and
- (4) World Bank policies and procedures;
- (5) Project proposal;
- (6) IDA Project Appraisal Document (PAD);
- (7) WB's Disbursement Letter;
- (8) SLC policies including Land Law, sub-decree 19 ANK. BK of Mar 2003, sub-decree 118 ANK. BK, Prakas 42 ANK. BK,
- (9) Commune/Sangkat PIM
- (10) any other guidelines and procedures issued by MEF and/or the Bank

The Annexes to the PIM contain forms, technical specifications etc. related to implementation of Social Land Concessions and support services. In some cases (where it says so in the main text) use of these forms and specifications may be mandatory.

If the main text does not state that use of the Annex form or specification is mandatory, the Annex may be considered as advisory.

1.2 Contents of the Project Implementation Manual

The project would adopt the PIM of LASED with some revisions and modifications to accommodate the changes and new activities to be implemented. Key areas that were modified/added in the PIM are:

- (1) Roles and responsibilities of the new implementing partners and the corresponding changes/additions in funds flows to include MAFF/GDA, communes and communities;
- (2) Provision of community funds for development to support local groups'/communities' initiatives;
- (3) Potential inclusion of third party service providers as service delivery agents;
- (4) Needs assessments for infrastructure; and
- (5) Re-definition of road categories, among others. The PIM builds on the Standard Operating Procedures, Commune/Sangkat Guidelines, procurement policies and guidelines and financial

management policies and guidelines that have been adopted under the LASED Project and the corresponding revisions/updates made to support and address the new/additional elements of the project.

The current set of guidelines (Standard Operating Procedures, Commune/Sangkat Guidelines, procurement and financial management guidelines, etc.) adopted under the LASED Project would also be incorporated in the PIM to support and address the new/additional elements of the LASED II project.

This PIM is intended to be a guide to all, director, coordinator, focal person, managers, administrators, staff, and consultants engaged in implementation of the Project. The PIM provides specific guidance on roles and responsibilities of institutions and individuals in carrying out their duties in key areas of project implementation.

These Key Areas Include:

- (1) basic project management,
- (2) institutional responsibilities,
- (3) financial procedures and management
- (4) fiduciary responsibilities,
- (5) staff selection and management,
- (6) results monitoring and evaluation,
- (7) risk assessment and mitigations
- (8) environmental and social safeguards, and
- (9) any other specific reporting requirements imposed by the Bank and RGC policies.

The manual provides guidance on all these areas and in particular on all aspects of financial management including financial policies and standards, budgeting, financial accounting systems and procedures, financial reporting and audit. The director, coordinator, focal person, managers and financial staff of LASED II implementing agencies are required to fully familiarize with the manual and have all concerned staff trained in its application. The Provincial Project Director is the principal custodian of the manual, with Project Finance & Administration (PF&A) Manager playing a supporting role, and takes primary responsibility to ensure that all financial and procurement staff are trained and understand the policies and procedures described in the FMM and PROCM, respectively.

1.3 Users of this Project Implementation Manual

The primary users of the PIM would be the Project Management of LASED II, Project Director, Project Coordinator, Project Focal Person, technical, financial, operational and administrative staff of GSSLC/MLMUPC, NCCDS/MOI, GDA/MAFF and management and staff of the sub-national level and other involving with implementation of the project. A copy of the PIM should be provided to all long-term national or international consultants engaged in project implementation.

The PIM also clarifies the roles and responsibilities of the Ministry of Economy and Finance (MEF) in relation to project implementation where relevant and should help guide those MEF staff assigned to oversight responsibilities for the Project.

Finally, the manual is expected to help the staff of GSSLC/LASED II, NCCDS/LASED II and GDA/MAFF/LASED II at national level to clarify their role and responsibilities vis-à-vis PMT staff and consultants.

1.4 Revising the Project Implementation Manual

The PIM is meant to be a “living document”, which may need amendments from time to time to reflect implementation experiences and developments in best practice in project implementation, management, and administration. All users are encouraged to send recommendations for improvement of the manual

through the Project Director/Project Coordinator/Project Focal Person of the IAs to Project Management Team of LASED II Project. Any comments with regards to inconsistencies, needs for improvements and detailing additional aspects will be integrated during periodic reviews. All amendments will be approved by the Project Director/Coordinator/Focal Person, with the concurrence of the MEF and NOL from the Bank, and then will be communicated to the users.

2. LASED II "GUIDING PRINCIPLES"

- (1) Promote good governance and rule of law;
- (2) Support and strengthen the land reform agenda of the Government;
- (3) Encourage civic engagement;
- (4) Prevent environmental degradation;
- (5) Promote transparency and accountability; and
- (6) Ensure sustainable growth

2.1 Ethical Code of Conduct for LASED II Staff

All employees and consultants covered by the Ethical Code of Professional Conduct will undertake to do the following:

- (1) Act with honesty and integrity, avoiding actual or apparent conflicts of interest in one's personal and professional relationships.
- (2) Provide stakeholders with information that is accurate, objective, relevant, timely, and understandable, including information submitted to partners of the LASED II project – line ministries, civil society partners and the World Bank.
- (3) Comply with rules and regulations of the RGC, specifically the Common Statute of Civil Servants of October 1994 and its amendments, if any.
- (4) Act in good faith, responsibly, with due care and diligence, without misrepresenting material facts or compromising one's independent judgment.
- (5) Respect the confidentiality of information acquired in the course of one's work except when authorized or otherwise legally or professionally obligated to disclose.
- (6) Share knowledge relevant to one's duties and stakeholders' needs but not use confidential information acquired in the course of one's work for personal advantage.
- (7) Proactively promote and be an example of ethical behavior as a responsible staff among one's peers, in the work environment and the community.
- (8) Exercise responsible use, control, and stewardship over all funds, assets and resources that are employed by or entrusted to us.
- (9) Not coerce, manipulate, mislead, or unduly influence any authorized inquiry or audit or interfere with any auditor, inspector, investigator or authorized officer in the performance of oversight of internal controls, financial statements, or accounting books and records.
- (10) If one is aware of any suspected or known violations of this Code of Professional Conduct, the laws and regulations of the RGC or the financial or procurement procedures and policies of the World Bank, to promptly report such concerns to the relevant authorities.

2.2 Internal Control (MEF/FMM Ref. 6)

Internal control comprises all the policies and procedures adopted by management to ensure that project objectives are achieved with due regard to efficiency, economy and effectiveness in use of project resources. Internal control is aimed at:

- (1) Securing compliance with legislative, statutory, and Government laws and regulations and World Bank policies and procedures.

- (2) Ensuring the accounts and records are reliable and complete and accurate and provide timely reporting of financial transactions and events.
- (3) Protecting assets, especially cash receipts, from being lost or stolen and safeguarding assets against wastage, fraud and inefficiency.
- (4) Discouraging dishonesty through implementation of systems and procedures that would make concealment of irregularities possible only through collusion of two or more persons.
- (5) Promoting disclosure and transparency.

The Project Director, the Project Teams and other involving with project implementation are responsible for the development, implementation and monitoring of a sound internal control system.

Maintaining a sound internal control environment is a responsibility of the management and staff. The Project Management Team, Project Director, Project Coordinator, Project Focal Person, Sub-National Project Managers shall ensure that the following critical elements of internal control are maintained and communicated to all staff.

- (1) Establish a suitable philosophy, ethical standards and code of conduct in managing the project. The ethical standards and code of conduct expected are described in the previous [\[section 2.1\]](#);
- (2) Continuous assessment of financial risks and taking risk mitigation actions.
- (3) Control activities, both financial, and non-financial, as stipulated in operational, financial and procurement manuals and ensure that they are followed correctly.
- (4) The open communication of policies, procedures and feedback by staff are encouraged.
- (5) Regular monitoring of all financial and non-financial activities to ensure that project objectives are achieved.

The Project Finance and Administration Manager (PF&A) shall be responsible for implementation of internal control processes as applicable to finance function. More specifically PF&A shall be responsible for the following activities.

- (1) The finance staffs are properly trained and understand the financial management procedures.
- (2) Supervision of staff to ensure that they perform their duties in accordance with responsibilities assigned to them.
- (3) Ensure that there is clear segregation of duties in authorizing, payment and recording of financial transactions and such separation is strictly observed.
- (4) Adequate measures are taken to secure assets including cash.
- (5) Financial reports are prepared on time and they are accurate and reflect all financial transactions recorded in the reporting period.
- (6) Adequate control of transactions to ensure that every transaction is authorized, executed, and recorded according to prescribed procedures.
- (7) All accounting documents are serially numbered and adequate control is maintained so that each numbered document is accounted for correctly
- (8) Adequate controls are in place to ensure proper classification and posting of accounting transactions.
- (9) Adequate controls are in place to safeguard the integrity of the computerized accounting system.

Effectiveness of any internal control system is dependent on the understanding and competency of an organization's policies and procedures by all staff of an organization. The finance staff shall take leadership in communicating the policies and procedures to all staff at regular intervals and seeking feedback from staff on the effectiveness of internal control processes.

An internal audit review of internal control processes shall be carried out by relevant Internal Audit staff regularly and recommendations are provided for corrective actions, and the findings reported and discussed with all staff.

3. THE LASED II PROJECT AND SOCIAL LAND CONCESSIONS, IN PARTICULAR FOR AGRICULTURE

3.1 What is LASED II?

The Land Allocation for Social and Economic Development (LASED) Project is a project to support the implementation of the Royal Government's Social Land Concession (SLC) Program to distribute land to the landless and land poor through social land concession to improve livelihood of poor households and vulnerable groups. LASED implements Commune Social Land Concessions – a Commune Based Social Land Concession is a transfer of private state land to the poor for the purpose of residential and/or family farming initiated by a commune and its members¹: (i) Distribute state land suitable for agriculture, together with appropriate support services to qualified landless and land-poor households; and (ii) introduce and implement a transparent and standardized process for expanded implementation of locally initiated social land concessions.

The LASED initiative has notably succeeded in providing land for poor families, and in providing basic infrastructure to the new communities. However, more work remains to be done to help beneficiary families develop sustainable agriculture-based livelihood, which is the rationale for the LASED II project.

This follow up project covers the 14 sites (in five provinces) developed under the current LASED and JSDF NGOs sites under LASED's Framework, plus one new site in the Dong Commune, Kampong Thom province. It focuses on investments to small-scale irrigation and provides technical support services for agriculture-based livelihoods. The feasibility and location of the irrigation structures would be based on a thorough technical, environmental, and socio-economic assessment.

3.2 Objectives of LASED II and Key Indicators

3.2.1 Project Development Objectives of LASED II

The project development objective (PDO) is to help improve target beneficiaries' access to agriculture resources and selected infrastructure and social services in project communities.

The PDO will be achieved by: (a) strengthening community groups to better identify and prioritize technology and infrastructure investments; (b) financing priority productive and social community infrastructures; and (c) scaling up agricultural and livelihood support activities.

3.2.2 Key Indicators.

The achievement of the project development objective will be measured through the indicators of LASED II as per **[Annex 1]** of the RF and Monitoring in this PIM.

3.3 Overall Results Framework of LASED II

3.3.1 Development Objective

The overall results framework of LASED II can be found in the **[Annex 1]** of the Results Framework and Monitoring of LASED II Project Appraisal Document. **[Annex 1]** of the LASED II PAD is comprised of (i) Project Development Objective and Indicators, (ii) Intermediate results Indicators, and (iii) Arrangement for Results Monitoring **[Annex 1, Section 5.10]** of this PIM provides details on the project M&E and how results monitoring will be implemented.

¹ Sub-Decree 19 on Social Land Concession, Article 2.

3.4 Key Tasks by (Sub-) Project Component and Main activities

The project would have two main components plus a contingent emergency response component, summarized below, and would be implemented over a five-year period. Based on experience, the project duration is the minimum time required to achieve the desired outcomes and results, as well as the sustainability of investments and livelihoods [section 4 and 5] of the PIM below.

Component 1: Infrastructure and Livelihood Systems

Sub-component 1.1: Social Land Concession Investment Planning and Prioritization

- (1) Participatory preparation (for the new site) and updating (all existing sites) of SLC plans, including land surveying, detailed land use planning, possessing of requests for land allocation, sensitization and communication on SLC process and implementation of participatory review processes by communal authorities, land allocation and demarcation of and within the participating SLC sites, and facilitation of requests for the land titling process for eligible beneficiaries in the participating SLC sites:
 - Commune Councils to lead preparation; GDA to support AEA and LUP as inputs; GSSLC to coordinate provincial departments' inputs (as per line agency responsibility) and ensure completeness and quality of SLC Plan
 - PLUAC to approve plans
 - Processing of land titles for eligible land recipients in the existing sites: (i) PDL to prepare technical documents; (ii) GSSLC to coordinate inputs of responsible MLMUPC Departments

- (2) Identification, prioritization and planning of appropriate SLC sub-project technology and infrastructure investments, including the carrying out of a baseline survey, agro-ecosystem analysis, water management planning, assessment of environmental and social safeguards implications, and establishment of SLC-related management information system as input to the SLC planning and prioritization. For the new site in Dong commune, Kampong Thom province, activities will follow established procedures as in the first LASED project. The other existing SLC communities under the LASED project will benefit from second generation planning, land preparation, and related support activities under LASED II:
 - GSSLC, GDA, and NCCDS to work with provincial line departments, CC and beneficiaries to ensure participatory process and demand-based content of infrastructure planning
 - Enhancement of project and SLC-related management information system as input to the SLC planning and prioritization activities: (i) GSSLC to hire consultant/consulting firm to review and revise MIS; (ii) Consultant/consulting firm to install new system and provide training and capacity building on operation; (iii) LASED Team to use system for timely capture, processing, analysis and dissemination of project-relevant information.

Sub-component 1.2: Land Preparation and Infrastructure Development

- (1) Provision of settling-in assistance to new land recipients:
 - Standard packages to be procured by NCCDs

- (2) Provision of initial land preparation assistance including a first cover crop:
 - GDA and GSSLC to prepare tender documents
 - NCCDS to procure services
 - GDA and PDA to provide supervision and quality assurance

- (3) Provision of productive and social community infrastructure such as rural roads, small-scale irrigation systems, rural water supply and sanitation, education facilities (school buildings, teachers' houses), health posts and community centers among others:
- Technical planning and tender documents to be prepared by responsible line departments (with support/quality assurance from national level as necessary)
 - Coordination to be provided by GSSLC
 - NCDDS to decide procurement arrangements (national, provincial, district, commune level) as per guidelines and decentralization priorities

Sub-component 1.3: Agriculture and Livelihood Development

- (1) Conduct of Community organizing and development activities:
- GSSLC (with inputs from line agencies) to ensure quality of demand-based capacity building and training services
 - GSSLC and NCDDS to prepare TOR for CDF
- (2) Provision of agricultural service and extension support following a pluralistic service provider approach:
- Agriculture services to be provided by ADF and PDA, with support and quality control by GDA
 - Private sector to be invited/include where and as possible (inputs supply, marketing, etc.)
 - Provincial Departments to provide training and facilitation depending on participatory needs assessment
 - Technical content to include broad livelihood topics, including particularly nutrition training (DoWA, DoH, DoE, and CDF)
 - Service provision and training to be outsourced to NGOs or private sector where comparative advantage lies outside government
 - Procurement decentralized as per procurement guidelines
- (3) Establishment of farmer-managed demonstration plots and model farms:
- Agriculture Development Facilitator, with technical support from PDA and GDA staff
- (4) Establishment and/or strengthening of farmers organizations, agriculture cooperatives, production and marketing groups and other community interest groups:
- Community Development Facilitator and specialized NGO staff (contracted) that work with savings and credit groups and/or other interest groups to facilitate preparation of proposals;
 - Funding to be approved by PLUAC, decision confirmed by NCDDS
 - Procurement decentralized as per procurement guidelines
 - CDF, ADF, PAD, contracted NGOs to provides facilitation depending on technical field of expertise
 - Support from private sector to be invited as appropriate and possible.
- (5) Establishment of a community development fund and provision of community grants to strengthen successful local initiatives in the participating SLC sites:
- LASED Team to update SLC planning documents;
 - Commune Council to include in CDP/CIP;
 - Present and share at DWG meeting

Component 2: Project Management: This component would support the provision of technical and operational assistance for the overall project administration and coordination, including: (a) social and environmental safeguards management; (b) procurement planning and contracts management; (c) financial management, disbursement and audit; and (d) monitoring, evaluation and communication:

- GSSLC: overall responsibility for planning, M&E, reporting; capacity building for sub-national institutions
- NCDDES: overall coordination, in particular at sub-national level; financial management and procurement
- GDA: Quality assurance of agriculture services, M&E inputs
- PLUAC: planning and implementation responsibilities at provincial level
- Provincial Administration: financial management at sub-national level
- DWG: M&E inputs
- Commune Council: SLC planning responsibilities (with technical support); local level procurement
- Beneficiary Communities: supervision, M&E inputs, O&M

Component 3: Contingent Emergency Response

Due to the high risk of catastrophic events in Cambodia, a provisional component is added under this project that allows for rapid reallocation of the credit funds during an emergency. In the event of a major crisis or disaster, the government may request the Bank to reallocate project funds to support response and reconstruction under streamlined procedures. This component would draw resources from the other expenditure categories to partially cover emergency response and recovery costs such as financing a positive list of goods and/or specific works and services required for emergency recovery. An Emergency Response Manual will apply to this component, detailing institutional, financial management, procurement, safeguard and any other necessary arrangements to ensure that funds are disbursed in a rapid and efficient manner following an eligible crisis or emergency.

IAS to adopt a satisfactory Emergency Response Manual for Component 3 of the Project and, in the event of an eligible crisis or emergency, ensure that the activities under said component are carried out in accordance with such plan and all relevant safeguard requirements (see Section IV.B.2., Schedule 2).

This component, with an initial allocation of zero dollars, is part of IDA's support to an Immediate Response Mechanism (IRM) in Cambodia. The IRM allows reallocation of a portion of undisbursed balances of IDA-financed investment projects for recovery and reconstruction support following a formal Government request in the event of an eligible emergency. With IDA's support, Cambodia is developing its Emergency Response Manual (ERM). The ERM will detail eligible uses, financial management, procurement, safeguard and any other necessary implementation arrangements for IDA IRM. The preparation and acceptance of the ERM is a condition prior to disbursement of any funds reallocated to this component. In the event that the IDA IRM is activated using funding through this CER component, the Project Development Objective and results framework may be amended as needed under a Level Two restructuring to reflect the provision of immediate and effective response to the eligible crisis or emergency.

For Component 3, disbursements would be made either against a positive list of critical goods and/or against the procurement of works, and consultant services required to support the immediate response and recovery needs of Cambodia. The details of eligible expenditures and disbursement arrangements will be further defined in the Emergency Response Manual, which will be developed early during Project implementation and before any disbursements under that component can be released.

In the event that Component 3 may finance goods, works and/or consultant services required for an eligible crisis or emergency, the applicable procurement methods and procedures under the relevant provisions of the World Bank's procurement guidelines will be further detailed in the Emergency Response Manual.

In respect of any potential emergency response activities under Component 3, the Emergency Response Manual approved by the Bank will detail the applicable environmental and social safeguard arrangements and instruments, consistent with the Bank's safeguard policies.

Disbursement for Component 3 - Contingent Emergency Response. No withdrawal shall be made under Component 3 until the government has: (a) declared that a crisis or emergency has occurred, and the Bank has agreed with such determination; (b) prepared and disclosed all safeguards instruments required for activities under Component 3 of the Project, if any, and the government has implemented any actions which are required to be taken under said instruments; (c) established adequate implementation arrangements, satisfactory to the Bank, including staff and resources for the purposes of said activities; and (d) has prepared and adopted the Emergency Response Manual, acceptable to the Bank and annexed to the PIM, so as to be appropriate for the inclusion and implementation of activities under Component 3. ERM will be developed during the first year of project implementation or in any event prior to the release of any funds under Component 3.

Disbursements would be made either against a positive list of critical goods and/or against the procurement of works and/or consultant services required to support the immediate response and recovery needs of government. All expenditures under this component, should it be triggered, will be in accordance with OP/BP 10.00 and will be appraised, reviewed and found to be acceptable to the Bank before any disbursement is made. All supporting documents for reimbursement of such expenditures will be verified by the internal auditors of government, where applicable, and by the implementing agency, certifying that the expenditures were incurred for the intended purpose and to enable a fast recovery following the crisis or emergency, before the withdrawal application is submitted to the Bank. This verification would be sent to the Bank together with the application.

3.5 Project Financing/Lending Instrument

The project will be financed by IDA through Investment Project Financing Loan (IPF) for US\$ 26.86 million. This includes the Bank's financing of US\$25.06 million and government's in-kind contribution of US\$1.8 million in the form of office space, staff time and utilities expenses. The IPF will be structured as a 100% IDA Credit. This has been selected to conform with the principle now being applied to all of the Bank portfolio in Cambodia.

3.6 The Legal Framework

Several important laws and policies, both existing and anticipated, provide guidance for the implementation of LASED II:

- (1) Land Law 2001;
- (2) Sub-decree 19 on Social Land Concession (March 2003);
- (3) Sub-decree 118 on State Land Management (October 2005);
- (4) Sub-decree on Economic Land Concession (December 2005);
- (5) Sub-decree 46 on Procedures to Establish Cadastral Index Maps and Land Register ();
- (6) Prakas 200 on Guidelines to Implement Sub-decree on Social Land Concession (November 19, 2003);
- (7) Prakas 42 on Identification and Mapping of State Land and State Land Classification (Mar 10, 2006);
- (8) Policy Paper on Social Land Concessions in the Kingdom of Cambodia (Mar 19, 2002);
- (9) Circular 03 on Resolution of Urban Squatters (May 31, 2010);
- (10) Sub-Decree 46 on Systematic Land registration (May 31, 2002);
- (11) Sub-Decree 48 on Sporadic Registration (May 31, 2002) and;

3.7 LASED II Management Structures

[See Section 5.1.3]

3.8 Civic Engagement² in LASED II

Consistent with the provisions for locally initiated social land concessions as described in the Sub-Decree for SLC, the LASED II Project takes a 'bottom-up' participatory management approach by empowering the Commune Council and the TLR. It is recognized that these groups need training, facilitation and other capacity support to carry out their responsibilities under the sub-decree. In this context, civil society organizations and community groups are critical partners to support the implementation of this project in a participatory and transparent manner [Annex 10].

3.9 Who are the Key Project Partners?

Key partners for Commune Council and TLR include the following:

Operational Partners

- (1) District Working Group;
- (2) NGOs;
- (3) Private sector actors;
- (4) GIZ; and
- (5) KFW.

Administrative Partners

- (1) District Working Group;
- (2) PAU;
- (3) PLUAC;
- (4) GSSLC
- (5) NCSLC
- (6) GDA

Other Partners - The Provincial technical departments have important roles in the implementation of LASED II. In particular:

- (1) the Provincial Department of Women's Affairs supports gender mainstreaming activities;
- (2) the Provincial Department of Education supports education development of the SLC schools;
- (3) the Provincial Department of Health supports health development of the SLC health posts;
- (4) the Provincial Department of Rural Development supports rural roads development of the SLC sites;
- (5) the Provincial Department of Water Resources and Meteorology supports water management and irrigation development of the SLC sites;

3.10 Gender Mainstreaming in LASED II

LASED II aims to prevent discrimination and bias against poor women in the distribution of land and to ensure that women's specific needs in the SLC process are addressed. Gender mainstreaming is a core element of LASED II. There should not be discrimination and bias against poor women in the distribution of land, especially towards female-headed households and women-supported households. Poor women's disadvantages in accessing information and social services, participating in decision making in the households and community, and their constraints due to their responsibilities to support the members of the

² WB's reference guidelines are available with this link:

http://imagebank.worldbank.org/servlet/WDSContentServer?IW3P/IB/2014/12/05/000333037_20141205012927/Rendered/PDF/929570WP0Box380ategicFrameworkforCE.pdf

households need to be recognized. In order to address this, social workers need to ensure that women's voices are heard and their specific needs are addressed within the project design and implementation. LASED II ensures this through:

- (1) Gender analysis;
- (2) Organizing gender training;
- (3) Encourage women's leadership; and
- (4) Institutionalized gender monitoring.

3.11 Different Types of Land to be distributed

There are two categories of land to be distributed under the SLC: farmland and residential land. Therefore a SLC beneficiary household can receive:

- (1) Farm and residential land; or
- (2) Farmland only; or
- (3) Residential land only.

Families receiving farmland must show willingness to farm the land. Residential land should be close to where the TLR earns a living now.

3.12 Project Implementation Strategy

3.12.1 Project Areas

The project will cover a total of 14 SLC sites in the five provinces of Kratie, Tbong Khmom (former Kampong Cham), Kampong Thom, Kampong Chhnang and Kampong Speu. These sites include the eight (8) sites under the LASED II Project, five (5) sites funded under the Bank-administered Japan Social Development Fund (JSDF) and one (1) new site in Kampong Thom Province. The total area to be covered is approximately 17,000 hectares, benefitting some 5,141 families [See Table 1 below].

The project will build on the successful implementation and experiences of the previous projects and good practices in the sector. It will address the remaining priority needs of beneficiaries by providing a package of agricultural technology assistance and infrastructure support to make their lands productive and sustainable.

3.12.2 Who are the Project Beneficiaries? - Target Population and selection

3.12.2.1 Project Beneficiaries – The LASED II Project has multiple beneficiaries.

Primary Beneficiaries - The project's primary beneficiaries comprise of Target Land Recipients (TLR) and Land Recipient (LR) of some 5,141 families who used to be landless and land-poor population groups who receive land and technical support services. These beneficiaries have been provided with residential and/or agricultural lands in the 13 SLC sites assisted under the LASED Project and JSDF-funded NGO projects, and those that will be allocated lands in the 14th SLC site. The project will make specific provisions to support most vulnerable households and will give particular attention to livelihood activities that benefit women. The activities financed under the project will continue to utilize the inclusive consultation process established during the original project to identify and meet the needs of targeted households. In general, LASED II SLC beneficiaries do not have to relocate far away from the places where they live. They receive land in the same commune where they reside already. Most beneficiaries receive a residential plot and agriculture land. However, some land recipients might only receive either residential or agriculture land, depending on the specific needs and eligibility in the LASED poverty identification criteria.

Secondary Beneficiaries – The community in which the TLR resides (usually the villages). Benefits includes (i) technical support; (ii) access with the project building public infrastructure such as rural and agriculture roads, access tracks, schools; (iii) access to services such as health services and health posts supported under LASED II, and (iv) benefit from the economic opportunities created by accessing markets such as linkage to local markets.

3.12.2.2 Target Population.

There are 5,141 households in the 14 sites of 12 project communes accounting for a population of over 26,000 people. Besides ensuring inclusion of ID poor households, the project would include all such households identified by the communities as ‘poor’ following a transparent and participatory process.

The project will expand into one SLC site which is located in Dong commune, Prasat Balaing district, Kampong Thom Province and LASED II will follow all the procedures of RGC (Sub-degree 19) on SLC land identification, land registration target land and recipients’ selection [See section 3]. The main feature of application of the process of land registration and process of selection of target land recipients is to ensure that all the residents around SLC target sites are fully encouraged to join, to discuss face to face with project staffs, as well as to provide some complains and comments if this SLC program will effect adversely on their life or to revise some parts of SLC guideline, for example the questionnaire of target land recipient selection, in order to suit to their real living condition . On the other hand, regarding to the lessons-learned from the existing project, it is recommended to combine some steps of SLC program into one step. The conditions of every SLC site and all the constraints encountered during SLC process will be brought to the attention and consideration of the partners and stakeholders of the project. This presents the community participatory approach, a main tool of the project in term of addressing any constraints.

3.12.3 Who Qualifies to Receive Land under the Social Land Concession Program?

A household can qualify if the husband or wife is:

- (1) Cambodian national;
- (2) Head of a family with two or more individuals living in the same house;
- (3) Earning less than 2,000 Riel per capita per day or 2,500 Riel per capita per day in urban areas; or in rural areas
- (4) Not an owner of other land (above a maximum amount defined in regulations);³
- (5) Be ready, willing and able to participate in the social land concession program, in accordance with the approved social land concession plan.
- (6) Person with disability;
- (7) Veteran with disability; and
- (8) Demobilized soldier.
- (9) Under the eligibility of scope and coverage of LASED II

3.12.4 Project Coverage and Roll Out

Overall LASED II will operate in 14 SLC sites (13 existing SLC sites and a new SLC site), located in 12 communes, 7 districts and 5 provinces. The detail project coverage and roll out is presented in detail by target provinces as below [See Table 1 below]:

- (1) **Kratie province:** In Kratie province, LASED II will implement in two districts (Chet Borei and Prek Prasop). Hence in Chet Borei district, the project will continue support to 554 LR households in

³ Sub-Decree 19 on Social Land Concessions, Articles 16 and 17. Allowable space is defined as follows: Urban residential = One thousand two hundred (1,200) m²; Rural residential = three thousand six hundred (3,600) m² is allowed. Family farm = 2 – 5 hectares based on the characteristics and potential of the land or type of crop and labor.

Sambok, 331 LR household in Chang Krang, 402 LR households in Dar and 432 LR households in Thmei commune and then in Prek Prasop district, the project will implement in Chambak commune to provide the support to 400 LR households.

- (2) **Tbong Khmum province:** In Tbong Khmum province, LASED II will continue to implement in Memot district, Choam Kravien commune, Sre Leu Sen Chey village to support to 250 LR households.
- (3) **Kampong Thom province:** In Kampong Thom, the project will continue to support to 479 LR households in Tipo I (registered as two villages (1) Sen Akpuiwat 1 and (2) Sen Akpuiwat 2) and 300 LR households in Tipo II commune, Santuk district. However, in this province, the coverage of project will expand into another new site located in Dong commune, Prasat Balaing district to provide support to 700 selected LR households.
- (4) **Kampong Chhnang province:** In this province, the existing project was handed over by the implementing organization, LWD, in a situation of considerable achievements but also still lacking investments due to shortage of funds. So LASED II will keep implementing and providing support to 206 LR households in Choeun Laing commune, 233 LR households in Peam commune, 258 LR households in Ksach Sor, 196 LR households in Sambok Kriel of Kraing Lave commune of Samakimeanchey district.
- (5) **Kampong Speu province:** In this province, the existing project was also handed over by the implementing organization, LWD, in a situation of considerable achievements but also still lacking investments due to shortage of funds. In this case the project will keep implementing and providing support to 400 LR households in Prey Thom village, Reasmei Samaki Commune, Oral district.
- (6) The detailed coverage and population of the project by target provinces is presented in table 1 below.

LASED II aims to assist project beneficiaries to have sustainable livelihoods in the SLC sites. It needs to assist farmers in bringing all their land under cultivation and it has to establish the necessary support systems for households and communities. Below are some of the key sustainability measures that the project would adopt.

Table 1: Coverage and population of project by target province

Province	District/ Municipality	Commune/ Sangkat	SLC Sites/ Village Name	Area Covered (Hectares)	Land Recipients	Population	Women Population	Lucky Draw Date
A. LASED SLC (IDA Credit and Grant, Closing Date: March 30, 2015)								
Kratie	Chet Borey	Changkrang	1. Changkrang SLC	612.21	331	1,620	794	Nov. 5, 2008
		Sambok	2. Sambok SLC	3,294.36	554	2,672	1,335	Nov. 4, 2008
		Dar	3. Dar SLC	572.37	402	1,841	892	Nov. 28, 2011
		Thmei	4. Thmei SLC	923.90	432	2,066	1,030	Feb. 21, 2012
	PrekPrasob	Chambak	5. Chambak SLC	1,163.20	400	2,336	1,497	Nov. 20, 2012
Tbong Khmom (former Kampong Cham)	Memot	ChoamKroviem	6. Sreleu Senchey village	863.65	250	1,184	612	Feb. 5, 2009
Kampong Thom	Santuk	Tipo	7. Tipo 1 SLC (Sen Akphiwat 1 and Sen Akphiwat 2 villages)	1,508.00	479	2,142	991	Nov. 11, 2010
			8. Tipo2 SLC	1,335.44	300	1,405	695	Dec. 4, 2012
Sub-Total (8)				10,273.13	3,148	15,260	7,846	
B. Life with Dignity (JSDF-Funded, Closed on June 13, 2013)								
Kampong Chhnang	Samaki Meanchey	Kraing Lvea	9. Sambok Kriel SLC	854.30	196	1090	566	Dec. 12, 2012
			10. Ksachsor SLC	975.60	258	1331	659	Dec. 12, 2012
		Peam	11. Peam SLC	468.78	233	1194	620	Dec. 12, 2012
		Chhean Leung	12. Chhean Leung SLC	428.99	206	1001	513	Dec. 12, 2012
Kampong Speu	O Ral	Raksmey Samaki	13. Prey Thom SLC	1,120.00	400	1884	965	Jun. 20, 2012
Sub-Total (5)				3,847.67	1,293	6,500	3,323	
C. New Site for LASED II								
Kampong Thom	Prasat Balaing	Dong	14. Dong SLC New Site	2,922**	700**	3,500**	1,785**	
Sub-Total (1)				2,922	700	3,500	1,785	
GRAND TOTAL (5)	(7)	(12)	(14)	17,042.80	5,141	25,260	12,954	

3.12.5 Project Sustainability Strategy

The project builds on the good practices and achievements under the LASED and JSDF-funded projects. The consolidation, replication, scaling up and a stronger focus on agriculture livelihoods would pave the way towards sustainability of communities and individual households' livelihood. Considering all factors and conditions in the project sites and the required behavioral changes to materialize, the proposed 5-year project duration would be the appropriate time frame to achieve project sustainability [Annex 8A, 8B and 8C]. Below are the key sustainability measures that the project would adopt:

- (a) [Land Titling](#). A core project activity is to ensure the processing and receipt of land titles by the eligible beneficiaries once they reach the five-year occupancy requirement.
- (b) [Technology Transfer \(through Extension and Advisory Support\)](#). This is a major input and strategy aimed at improving the agronomic and farm management practices, especially considering that many beneficiaries have traditionally been laborers and not farmers. The agronomic knowledge and practices would carefully consider and take into account the difficult resource base that is generally provided under the project. Soil amelioration and water management measures would be key support activities to increase and maintain agriculture production and productivity. Small livestock systems would also be introduced, on a demand basis, to diversify the farming systems. The delivery mechanism to beneficiaries would be streamlined and continued to use a mixture of public and private service providers, but ensuring the delivery of a consistent package to project participants. The GDA would take the lead in providing support through the Provincial Department of Agriculture (PDA), using master trainers, community development facilitators, community agriculture facilitators and lead farmers. They would provide farming skills training to enable the lead farmers to share the knowledge to other project beneficiaries using the FFS approach. This would be complemented by productive investments on a cost-sharing basis, where applicable.
- (c) [Infrastructure Operation and Maintenance \(O&M\)](#). Strategies and arrangements for the regular conduct of O&M activities for completed infrastructures would be established. These would include O&M skills training as well as preparation of O&M plans at the SLC site level. It is important that maintenance of access roads is absorbed into the commune budgets to ensure their continuing operation.
- (d) [Market Linkages](#). One of the target end results of the project would be for the beneficiaries to sell their agricultural produce through profitable value chains. In support, the project would facilitate the creation of linkages to input suppliers and wholesale markets.
- (e) [Water Management](#). Land recipients would be able to strengthen resilience of their farming systems through improvements in water management in the project communities. Where feasible, the project would support investment in small-scale irrigation infrastructure that would increase and stabilize yields.

Securing and maintaining project achievements beyond the end of the project will require an adaptation of activities. To sustain livelihood improvements and to assure sustainability the project will also include the following activities:

3.12.5.1 Small and Medium Enterprise (SME) Promotion

As LASED II will disburse some amount of the budget for operation of Community Development Programs supported by a Community Fund for Development, with money managed by community groups like Agricultural Cooperatives, Self-help group, Saving and Credit Groups and others. Those eligible groups could request funds from the project to invest, e.g. in running a small-scale or medium chain of production, such as purchasing a machine to produce animal feed where the feed is mixed from the available agricultural

resources like corn, cassava root and the produced feed would be sold to the members of the groups as well as the members of cooperative. In addition, the groups could complement the investment of private sector, increasing their production.

In the current LASED project, some LRs started to invest in rubber production, which will be mature to harvest in time of LASED II project's effectiveness. They could also propose for CFD funding for running a small-scale and medium enterprise to produce oil from rubber.

3.12.5.2 SLC site Registration to become official village⁴

Integrating SLC sites into the official government administrative structure requires registering sites as official villages. This will enable communities (villages) to participate in and benefit from resources allocated to official communes and villages. The project, under the leadership of NCDDS will manage the registration of all SLC sites to become official villages recognized by RCG. This will also improve the close monitoring and administration supervision of SLC sites through official systems.

4. COMPONENT 1: INFRASTRUCTURE AND LIVELIHOOD SYSTEMS

The component 1 consists of 3 sub-components, describing the SLC process since the initiation by commune council, SLC planning and allocation, Target Land Recipient Selection and support to TLR settlement in the SLC site. Social Land Concession Process follows within 10 steps are shown in the table below. The implementation of component 4 takes place through the community-based approach, which makes sure that the whole process of Social Land Concession is broadly advertised and participated by stakeholders, in particular the villagers who live around the proposed SLC site. The more people participate in designing and discussing of the project the more successful it will be. The Social Land Concession consist of 10 related steps as shown in the table below.

4.1 Sub-component 1.1: SLC Investment Planning and Prioritization

This sub-component supports the following activities:

4.1.1 Participatory Preparation and Updating of SLC Plans for the New and Existing Sites

4.1.1.1 SLC Plans – the Ten Steps of SLC process

Table 2: Ten Steps of SLC Process

STEP	DESCRIPTION	RESULTS
1	Initiate and Screen SLC	Commune Council propose SLC Authorization to Proceed
2	Plan Technical Studies	Work-plan for SLC process
3	Awareness Raising	Local Residents understand about SLC Method of selecting land recipients agreed
4	State Land Mapping	SLC Land registered as State Private Land
5	Participatory Planning	Agri-Ecosystems Analysis Infrastructure Needs Assessment Social and Environmental Safeguards Social Land Concession Report
6	Review of SLC Report	Allocation for Rural Infrastructure and Services Authorization to Proceed

Steps 3, 4 and 5 can proceed at the same time.

⁴ Seckdei Nernam MOI No. 004 Sar Nor No, Dated March 17, 2006 on village formation, required: (i) houses and families are not less than 150 families, which living in the proper areas that cannot easily included into any villages of any communes/sangkat together or neighboring communes/sangkat; (ii) located in the legal location; (iii) more than half of the populations of the new establishing villages supported; and (iv) no any disagreement from the neighboring villages/communes.

STEP	DESCRIPTION	RESULTS
7	Land Recipient Selection	Priority Application List
		Reserve Application List
8	Full SLC Plan	Plots Allocated
		Full SLC Plan Approved
9	Site Preparation	Boundaries Marked
		Rural Water Supplies
		Land Clearing
		Access Tracks
		Official Transfer of Land
10	Settling in and Rural Development	Settling in Assistance
		Rural Infrastructure and Services
		Sustainable Community

4.1.1.2 Time Needed to Implement an SLC⁵

The time needed from the first proposal for an SLC to the official transfer of land is about one year. Note that at some steps the law requires the Commune Council to display information about the SLC process for a fixed time. The total of these display periods is:

Step 3 and Step 4: Each step could require up to 60 days;
Step 7: 130 days.

Equally important to comply with the prescribed time requirements, all steps need active participation, and have to be broadly recognized and accepted by the population.

After they have lived on or farmed their land successfully for five years the land recipients have the right to request land titles [\[see Sub-Decree 19\]](#).

- Settling-in period when the land recipients need assistance: six months to one year;
- Rural development: further development of the SLC area: two years;
- Sustainability period: two years.

STEP 1: Initiate, Review and Screen Social Land Concession Program

<p>RESULT 1: (i) Commune Council submits a proposal for an SLC; (ii) After initial screening the Provincial Governor issues an authorization to proceed.</p>

Step 1.1 Request for Social Land Concession

A Social Land Concession (SLC) can be initiated by the following parties.

- Commune Council;
- One or more local residents; or
- Organizations working with or on behalf of local residents.

No matter how the original proposal begins, it must be discussed and agreed by a meeting of the Commune Council and the citizens of the SLC commune. It has also to be included into the commune investment plan (CIP). If the proposal for the Commune Based Social Land Concession is not already in the Commune Plan, the plan should be amended to include it (this can be done during the annual planning activities).

⁵Prakas No 200 on Guideline for Implementing on SLC dated 19 Nov 2003.

Step 1.2 Prepare Request for Assistance to Prepare SLC to PLUAC

After agreeing to propose an SLC, the Commune Council will prepare a letter requesting assistance from Provincial Land Use Allocation Committee (PLUAC) to begin the SLC process. This letter uses LASED II Form 3 – Social Land Concession Support Request Form. Together with the form the Commune must send:

- (a) A sketch map of the SLC area;
- (b) A list of landless or poor households in the Commune; and
- (c) A simple land use profile showing the types of land use and landowners in and around the SLC area now.

In this step, the Commune Council can request for technical assistance from line departments, PWG and DWG to produce a sketch map of SLC area and land use profile and other technical documents as required. Due to this request of Commune Council, the implementing agencies have to assign their technical staffs to support Commune Councils.

Step 1.3 Provincial Meeting to Screen SLC Request

The Provincial Governor will review the request and refer the documents to the PLUAC for action. PLUAC will then convene a Provincial SLC Screening Meeting for the first review of the SLC request.

The participants in the screening meeting are:

- (1) PWG (Provincial Working Group)
- (2) DWG;
- (3) Commune Council;
- (4) Provincial Technical Departments:
 - Land;
 - Forestry;
 - Agriculture;
 - Water Resources;
 - Environment;
 - Culture and Heritage;
- (5) Representative of indigenous people.
- (6) Mines and Energy;
- (7) CMAC (Cambodia Mine Action Center);
- (8) Relevant Economic Concession Recipients; and
- (9) Other Relevant Stakeholders in the Province.

Topics to be covered at the Screening Meeting:

- (1) Present Provincial 'Hot Spots' Map (DWG) – indicate:
 - Potential SLC area;
 - Surrounding areas;
 - Upstream and downstream areas; and
 - Implications on social, legal, environmental safeguards.

(2) Trustee Mandate:⁶

- Line Departments determine the Trustee Mandate over different areas within or around the proposed SLC area; and
- Eliminate areas not eligible for SLC.

(3) Economic Concession area:

- Ensure that the proposed SLC area is not being used to resettle people from an economic concession.

(4) Sketch Map: Based on the information from the screening meeting:

- Define areas with potential for SLC and mark areas to be excluded;
- Redraft the sketch map according to these findings;
- Decision on SLC area;
- Determine whether proposed SLC area is suitable for SLC (soil fertility and water resources, underground water resources)⁷; and
- If proposed area is suitable for SLC, recommend field visit by PLUAC for further screening.⁸

Step 1.4 Commune Visits to Screen SLC Request

If the initial screening meeting determines that the proposed area is suitable for an SLC, then PLUAC forms a preliminary evaluation team including the District Working Group, the DIVISION OF PLANNING AND INVESTMENT, TSU and other relevant project stakeholders.

The evaluation team visits and inspects the proposed SLC area and to discuss with the Commune Council and local residents about the proposed SLC. The evaluation team completes *LASED II Form 4 – Social Safeguards Screening Forms*; and *LASED II Form 5 – Environmental Safeguards Screening Forms*.

Based on the findings, the preliminary evaluation team prepare a revised Sketch Map, a draft report, including findings and recommendations in relation to how the land recipients could make a better living in the SLC site after their settlement based on the existing resources and investments and services of the project. If assessed positively, the team must prepare a preliminary SLC profile and investment plan. Based on these recommendations the governor would make a decision to agree or reject SLC proposal.

Step 1.5 Decision by Provincial Governor to Proceed on State Land Classification

The Provincial Governor consults with PLUAC on the recommendation of the preliminary evaluation team and decides to agree in principle to the proposed SLC or to reject the proposal. If the result of discussion among provincial governor and PLUAC is available for commune based SLC, the PA prepare the request letter for no objection (NoL) to National Social Land Concession Committee (NSLCC).

In case of NSLCC provides NoL to Provincial Governor, the governor issues a Letter Authorizing Work on State Private Land Classification (*LASED II Form 6 – Provincial Governor Authorization Note – Proceed with State Land Classification*) following Sub-Decree 118, specifying that the land is only to be used for Social Land Concessions. The Governor instructs PLUAC to ensure that the Cut-Off Date is announced publicly (see box).

⁶Trustee Mandate refers to areas under the administrative mandate of a government agency. For example, areas declared as conservation forest is under the administrative mandate of the Forestry Administration (FA) so cannot be classified as State Private Land for SLC without the agreement of the FA.

⁷Soil fertility and water resources are concerned as the main part of potential of SLC areas. All the selected land recipients live on farming activities, they will not willing to settle on SLC site if the soil is poor and water resources are unavailable.

⁸ If the proposed area is not suitable for SLC, then proceed to Section 1.5 in this manual.

CUT-OFF DATE

Public knowledge of plans to establish an area for social land concessions has been found to trigger accelerated encroachments and squatting beyond what may already exist in an area. An early cut-off date for eligibility regarding entitlements for compensation for loss of assets within an SLC is therefore required. The cut-off date is defined as the date two months or more prior to the first public information meeting on the SLC with the Commune Council and the commune population. The Commune Council will use existing records on residence and land use within the Commune to provide a baseline on unauthorized occupation within the proposed SLC area. This information will be verified by the Commune Council and PLUAC and through a public meeting during the SLC planning process (from LASED II Resettlement Policy Framework).

STEP 2: Preparation for Technical Studies

RESULT 2:

A work-plan for preparation of the SLC

After completing Step 1, the Commune Social Land Concession Report must be prepared for review and authorization by the PLUAC/SLMC and other stakeholders to proceed with the SLC.

The Commune Council forms a Social Land Concession Working Group to carry out the work on the SLC preparation and report back to the Council.

The Commune Council submits a request to the Provincial Administration for assistance for preparation of the SLC.

After receiving a request from the Commune Council, the Provincial Administration will work with the PLUAC and DWG to make a work-plan for carrying out the following technical studies:

- (1) Agro-Ecosystem Analysis (AEA);
- (2) Agricultural Soil Survey;
- (3) Forest Inventory Survey;
- (4) Water Resources Survey; and
- (5) Safeguard Screening.

The work-plan shows the agency is responsible for carrying out each study, the timing of the study and the resources needed. PLUAC obtains all available maps and images of the proposed SLC area including aerial photographs and satellite images if possible. To ensure best results of these studies, all involved stakeholders (line departments) must participate and be consulted in every type of study.

STEP 3: Information, Awareness Raising, Participation and Target Land Recipient Selection

RESULT 3:

- (i) Local Residents understand the SLC process;
- (ii) Local Residents and the Commune Council agree on the criteria for selecting Land Recipients.

Step 3.1 Information Campaign

All people living in and around the Commune who may have the right to apply for land under the Social Land Concession or who may be affected by the SLC program must have full access to information about the SLC program. The Commune Council has to ensure that all information about the Social Land Concession reaches all people (potential applicants).

PLUAC/SLMC prepares an information package which includes the following:

- (1) Who qualifies for SLC (LASED II Form 9 – Eligibility Criteria for Social Land Concession);
- (2) How to apply for a SLC (LASED II Form 1 – Social Land Concession Application);
- (3) The application and decision making process (use LASED II Form 10 – Ranking Criteria);
- (4) Roles and responsibilities of TLR (LASED II Form 11 – Responsibilities of the Target Land Recipients).

PLUAC/SLMC prepares a dissemination plan, including:

- (1) How information will be disseminated (billboards, display posters, of NSLCC provides NoL to Provincial Governor, radio, video, and other methods) – use **LASED II Form 12 – Notice Form for Application** – refer to the Annex;
- (2) Where information will be disseminated (including villages, and other central gathering areas);
- (3) Schedule of dissemination (including duration and timing of advertisement).

Participants in the information campaign include:

- (1) All people in the local community;
- (2) Indigenous people
- (3) District Working Group (DWG);
- (4) The Commune Council; and
- (5) NGOs and community groups.

DWG assists the Commune Council of NSLCC provides NoL to Provincial Governor, to organize a public meeting for orientation on the SLC process. The meeting is chaired by the Commune Chief. At least two Commune Councilors must be present in the meeting. The Commune Woman and Child Focal Point must be present too. The Commune Council must keep a record of the meeting including list of participants. The purpose of the meeting is:

- (1) Present the information in the Information Package to local residents;
- (2) Define roles and responsibilities of participants in the SLC process;
- (3) Respond to all questions and concerns expressed by the meeting participants; and
- (4) List of meeting attendance

Step 3.2 Pre-Identification of Poor Households

As soon as possible after the Provincial Governor has authorized preparation of the SLC, the Provincial Department of Planning together with DIVISION OF PLANNING AND INVESTMENT should carry out the Identification of Poor Households (“ID-Poor”) methodology in the Commune.

The result of ID-Poor is a list of poor households in each village, categorized as either very poor (“Poor 1”) or poor (“Poor 2”).

Normally, only households that are found to be poor through the ID-Poor methodology will be eligible to receive land under the SLC (although there may be some exceptions to this).

If Pre-Identification of Poor Households has already been conducted in the Commune within the previous two years it may not be necessary to repeat the study.

Step 3.3 Gender Analysis

DWG seeks assistance from the Provincial Department of Women's Affairs (PDOWA) to help conduct a gender analysis of current patterns of land use by women and by men in the proposed SLC area.

PDOWA prepares a report which responds to all questions raised in the Gender Analysis Report Form (use **LASED II Form 13 – Gender Analysis Report Form**).

The Commune Council will use the Gender Analysis Report to review and validate the State Land Identification and Mapping **[after completing Step 4.13]**.

Step 3.4 Define Process and Criteria for Selecting TLR

The Commune Council, in consultation with the DWG, DIVISION OF PLANNING AND INVESTMENT and community groups must define the specific criteria to be used to select Target Land Recipients (TLR), and the process to be followed to ensure participation and transparency. These criteria must include (use **LASED II Form 9**):

- (1) Large family size, having six (6) or more members;
- (2) Time the family has lived in the social concession land area;
- (3) The head of family is a woman, a person with a disability, a veteran with a disability or a demobilized soldier;
- (4) Status of family income; and
- (5) Vulnerable and displaced people, and indigenous populations may receive preferential treatment in the selection process.

The criteria must not be biased against either gender or any social group. The PDOWA must advise on whether the criteria are gender-neutral taking into account the findings of the gender analysis.

The selection process should also take into account the capacity of Target Land Recipients to use the land they are allocated.

- (1) Only TLR who are able and willing to move their homes to the SLC site should be awarded residential land;
- (2) Only TLR who are able and willing to farm the land should be awarded agricultural land

STEP 4: State Land Identification, Mapping, Classification and Registration

RESULT 4:

The SLC area is registered as State Private Land.

TIME FOR PUBLIC DISPLAY OF INFORMATION: 60 Days

- (i) Public Display of Sketch Map: 30 Days;
- (ii) Public Display of Land Registration: 30 Days.

Step 4.1 Prepare Maps of SLC Area

The PLUAC/SLMC Cadastral Land Management Specialist will use the Sketch Map, aerial photographs, satellite imagery and any other available information to prepare the following maps of the proposed SLC and the surrounding area:

- (1) GIS-based Commune Land Use Planning Map; and

- (2) Environmental or cultural 'Hot Spot' maps.⁹

Step 4.2 Implement Soil, Water and Forest Surveys

The studies planned during Step 2 should now be implemented. The agencies responsible for these surveys must work closely with DWG and the Commune Council, and with the Cadastral/Land Management Specialist under PLUAC/SLMC. The agencies prepare reports and make presentations of their findings to the key stakeholders.

The responsibility of the survey team will be to:

- (1) Survey the concession area;
- (2) Determine the details of present land use;
- (3) Ensure that no safeguards are violated; and
- (4) Prepare a short report on land under the jurisdiction of his or her Ministry within the concession area.

Step 4.3 Detailed Survey and Mapping of Proposed Concession Area

The PLUAC/SLMC gathers together a provincial survey team including representatives of line departments, the Commune Council, the DWG and LASED technical officer, and trains them on how to conduct a detailed survey of the proposed SLC area.

Based on maps and satellite imagery prepared for the team, and using the GPS, the survey team conducts the following:

- (1) Identify the boundaries of the proposed SLC area¹⁰;
- (2) Identify any areas within the proposed SLC area that are:
 - Privately owned by an individual;
 - Collectively owned (for example by an indigenous minority group);
 - Privately possessed under the Land Law of 2001;
 - In use for agriculture (names of land users must be recorded);
 - In use for residential land or other private purposes (names of land users must be recorded);
 - In use or reserved as forestry land;
 - Lakes, rivers, streams and flooding areas reserved as fish breeding grounds;
 - Sites under environmental protection;
 - Sites of archaeological or cultural importance;
 - Sites of importance to local indigenous communities;
 - Land in public use for purposes such as roads, irrigation infrastructure, schools, health clinics etc; and
 - Land to be excluded from the social land concession for any other reason.
- (3) Record results of the survey on the sketch maps and table of property by individual and collectively owned;
- (4) Record the boundaries of the proposed SLC area using the GPS; and
- (5) Mark external and internal boundaries of the proposed SLC area using paint markers or wooden pegs (accurate plot demarcation to be undertaken later).

⁹A "hot spot" is an area requiring additional and special safeguard protection, based on its environmental importance or biodiversity, cultural heritage, spiritual value, its status as a traditional area for indigenous peoples, or other significant reason.

¹⁰ The detailed survey follows the Prakas No. 42 DNS. BK on Identification, Mapping and Classification of State Land.

Step 4.4 Public Display of Sketch Map for 30 Days

The DWG displays the sketch map and table of individual and collectively owned at the Commune Office for a period of 30 days. At least one staff member from the Provincial Department of Land Management (PDLMUPCC) or the DIVISION OF PLANNING AND INVESTMENT must be present at the Commune Office to register any claims. People living in or near the village and SLC area can file claims against the proposed SLC area (*use LASED II Form 14*). DWG registers each claim and invites NGOs and community groups to review each claim. Claims relating to land use that started after the cut-off date should be rejected.

Step 4.5 DWG Prepares Report and Recommendations for Classification of State Private Land

DWG compiles maps relevant to each claim and surveys the location with the claimant claimant and cooperated with the line departments' report to presents the individual and collectively owned and identify the name of the ministries, institutions, state bodies and authorities, managing state land located the requested SLC site. Legitimate claims are incorporated into the sketch map and DWG prepares a draft report for PLUAC/SLMC. The *LASED II Social Safeguard Screening Forms (use LASED II Form 4)* and the *Environmental Safeguards Screening Forms (use LASED II Form 5)* are updated and included in the report.

Step 4.6 Provincial Meetings for State Private Land Classification Used for SLC

PLUAC/SLMC calls a meeting inviting all concerned Provincial Line Departments, DWG and CCs to review the final sketch map, report and safeguards forms.

Step 4.7 Provincial SLMC Decides Whether to Proceed to Register Land as State Private Land for Use as SLC or Not

Based on the recommendations received, PLUAC/SLMC must now decide whether to authorize or reject the proposed SLC area. This decision is subject to approval of the National State Land Management Committee.

PLUAC/SLMC sends a recommendation letter to the Provincial Governor. The Governor, as chair of the SLMC, writes to the Minister of Land Management, Urban Planning and Construction informing him of the decision on land classification.

In case that the SLC is authorized, PLUAC/SLMC enters the SLC boundaries into the State Land Map and Database at the Provincial level.

In case that the decision is to reject the proposed SLC, the Council for Land Policy (CLP) reviews the documentation and may confirm or overrule the decision.

Step 4.8 Accurate Survey of SLC Boundary and Land Use

The General Department for Cadastre and Geography (GDCG) of MLMUPC makes an accurate survey of the external boundaries of the SLC and of internal boundaries of land to be excluded from the State Private Land Classification. GDCG use Differential GPS equipment for this survey.

The Sketch Map is updated based on the results of this survey. It now becomes the Social Land Concession Map.

The GDCG registers the land in the proposed SLC area according to the appropriate land classification.

Step 4.9 Public Display of State Land Registration for 30 Days

The DWG publicly displays the Social Land Concession Map within the Commune Office for 30 days. PDLMUPC or GDCG staff must be available to explain and discuss the map with any interested parties. The DWG works with civil society organizations to explain the map, particularly to potential claimants. Claims

can be made using LASED II Form 16 and comments and claims must be registered. DWG registers each claim and invites civil society organizations to review each claim. DWG revises the Social Land Concession Map to reflect any valid claims. Claims relating to land use that started after the cut-off date should be rejected. During the period of 30 days, DWG and team must use the appropriate ways to encourage the people in or near SLC site to join the public display.

Step 4.10 Corrected Map Sent for Final Review

PDLMUPC sends a copy of the revised Social Land Concession Map to GDCG for review and finalization.

Step 4.11 Issue Title for SLC for State Private Land Used for SLC

GDCG reviews and finalizes the State Land Registration Map and issues the title as State Private Land used for SLC. The report is registered with MLMUPC.

The GDCG enters the title, SLC Map and reports into the National State Land Map and Database and sends the title to the Provincial Governor.

Step 4.12 Identification, Prioritization and Planning of Appropriate Technology and Infrastructure Investments.

Step 5: Participatory Land Use and Infrastructure Planning

RESULT 5:

The Social Land Concession Report Showing:

- (i) How many families can live on and farm the SLC land;
- (ii) Infrastructure (roads, water supplies, schools, health facilities, irrigation systems etc) needed so that people can live in the SLC land or farm there;
- (iii) The proposed process for selecting the Target Land Recipients.

Step 5.1 Detailed Social Land Concession Agro-Ecosystem Analysis (SLC AEA)

The Detailed Social Land Concession Agro-Ecosystem Analysis (SLC AEA) is undertaken to address a number of requirements:

- (1) To provide a strong technical basis for agricultural land use planning in the SLC area;
- (2) To identify important environmental safeguards factors and improve the quality of the safeguards screening;
- (3) To provide a basis for estimating the carrying capacity of the SLC.

AEA Checklist - LASED II Form 7 shows the information to be collected in the AEA. Theoretically GDA/PDA is responsible for the AEA and records the results on **AEA Implementation Form – LASED II Form 8** and on a Land Use Map, but the other agencies and line departments are encouraged to join this event because they could find out the right requirements of LRs.

The Land Use Map shows which land will be used for agricultural, residential or community purposes in the SLC and where access tracks will be needed.

The Land Use Map shows the agricultural land divided into blocks (Block A, Block B, etc) with the following information:

- (1) Approximate size of the block in hectares;

- (2) The type of land in the block (residential land, rice land, chamkar land etc);
- (3) The approximate number of plots that the block will be divided into;
- (4) For agricultural land, the estimated production potential:
 - Rice (kg/ha);
 - Horticultural products (according to crop type and estimated yield rate measured in kg/ha);
 - Non-timber forest products (if any, according to crop type and estimated yield rate measured in kg/ha)
- (5) For example: Block A
 - Size: 60 ha
 - Paddy rice: 25ha;
 - Production potential: 2,000kg/ha;
 - Number of plots: 25.

Step 5.2 Assess Carrying Capacity

The agency carrying out the AEA assess how many families the SLC can support, how much water they will need and how much waste water they will generate, taking environmental issues into consideration.

Step 5.3 Carry Out Infrastructure Needs Assessment

The Commune Council will get support from a LASED II engineer and technical officer to assist in carrying out an Infrastructure Needs Assessment. This assessment is carried out using **LASED II Form 19 – Infrastructure Needs Assessment Form**. The Infrastructure Needs Assessment must include:

- (1) Investments required for roads and bridges to ensure that each household is within 2km of an all-weather access road which can be accessed during wet and dry seasons;
- (2) Investments required to ensure that all residential plots are within 150m of an improved water source;
- (3) Suitable sanitation arrangements;
- (4) Investments required to ensure that all children living in the SLC have a primary school place within 3km.
- (5) Distance between the proposed SLC area to the nearest primary health care clinic;
- (6) Other types of infrastructure that may be required, for example markets, irrigation systems.

Access roads and water supplies must be implemented before the land recipient move onto their land. Therefore, technical design and preparation of tender documents for this infrastructure should begin as soon as possible. More information on this subject is provided in the PIM [\[See section 3, Sub-component 1.2\]](#).

If a primary school will be needed, land must be reserved for the school in the SLC area. Land may also be reserved for other types of infrastructure, for example markets, irrigation systems etc. The Land Use Map should be amended to show the land used for infrastructure and public facilities.

Step 5.4 Review and Revise Initial Social and Environmental Safeguards Screening

The DWG and the Commune Council review the Social Land Concession Map to ensure that all outstanding issues related to the following are addressed or clarified:

- (1) Impact of the proposed SLC on present land use, forests and other habitats;
- (2) Impact on indigenous peoples;
- (3) Resettlement implications;
- (4) Impact on cultural heritage sites;

- (5) Land suitability for agriculture; and
- (6) Response to issues raised in the gender analysis.

The DWG and the Commune Council review the Safeguard Forms (**LASED II Form 4: Social Safeguards Screening Form** and **LASED II Form 5: Environmental Safeguards Screening Form**) to make sure that findings from the SLC/AEA reflect issues identified in these forms.

The DWG then compiles the **Social Safeguards and Environmental Screening Forms**, the SLC/AEA the Carrying Capacity Assessment and the Infrastructure Needs Assessment into a Draft Commune Social Land Concession Report.

Step 5.5 Public Workshop of Participatory Planning Results

Next, the Commune Council organizes a public workshop to discuss the results of participatory planning. The DWG, the Facilitation Officer and the LASED Technical Officer assist the Commune to organize this workshop. The Commune must invite local residents and civil society organization to participate in the workshop and must ensure that the workshop is well publicized to allow for wide participation.

The objectives of the workshop are:

- (1) Ask for comments from participants on the Draft Report and the revised sketch map and address any remaining issues;
- (2) Ensure that local residents and TLRs understand laws and regulations relevant to the SLC, and have the right and are encouraged to discuss and provide comments on the SLC plan;
- (3) Present and discuss future developments in the SLC area; and
- (4) Reach agreement with participants regarding the contents of the draft report and the revised sketch map.

The Commune Council must ensure that accurate minutes of the workshop are taken either in the form of a video or audio.

Following the public workshop the Commune Council will finalize the Draft Social Land Concession Report and the Social Land Concession Map. The Commune Council submits the final report and map to the Provincial Governor for consideration and approval.

STEP 6: Review and Approval of Commune Social Land Concession Report

RESULT 6:

- (i) Allocation for Rural Infrastructure and Services
(LASED II sub-component 1.2 Funds);
- (ii) Authorization to Proceed.

Step 6.1 Estimate Required Funds for Sub-component 1.2 Activities

LASED II Sub-component 1.2 supports the costs of preparing the Social Land Concession site, settling-in assistance to the land recipients and the provision of rural infrastructure and services.

The cost of LASED II Sub-component 1.2 activities has three parts:

- (1) Provision of settling-in assistance to newly-installed land recipients
- (2) Provision of initial land preparation assistance for the first cover crop

- (3) Construction of productive and social community infrastructure such as rural roads, small-scale irrigation systems, rural water supply, school buildings, teachers' houses, health posts and community centers, among others and Technical Assistant.

Step 6.2 Check Safeguards and Compliance with Legal Framework

PLUAC checks that the SLC report respects social and environmental safeguards and that the TLR selection process is legal and transparent.

Step 6.3 Approve Commune SLC Report

PLUAC checks all aspects of the SLC report in order to make sure the social and environmental safeguards are respected, and that the TLR selection process is legal and transparent. PLUAC may make minor corrections and revisions to the SLC report and map and to the provisional budget if necessary.

If the Commune SLC Report requires substantial revision or clarification, PLUAC must prepare a PLUAC Authorization Note (refer to Annex for LASED II Form 22) instructing the Commune Council to provide:

- (a) Written clarifications no more than one page; or
- (b) Submit a revised Commune SLC Report reflecting changes which is requested by PLUAC.

The Commune Council must review the request from PLUAC for clarification and prepare a clarification letter or revise the Commune SLC Report, and return to PLUAC within 15 days for receipt of **LASED II Form 22 – PLUAC Authorization Note**.

PLUAC must then respond to the Commune Council within 15 days of receipt of written clarification or revised Commune SLC Report; or revise the Commune SLC Report based on the clarification letter received from the Commune Council.

Step 6.4 Revision and Authorization to Proceed to Prepare a Full SLC Plan

When all necessary revisions have been made, PLUAC must send a final copy of the Commune SLC Report to the Commune Council; and using LASED II Form 22 – PLUAC Authorization Note, advise the Commune Council of the approval of the Commune SLC Report and to proceed with the preparation of a Full SLC Plan.

STEP 7: Selection of Land Recipients

RESULT 7:

a Prioritized List of Land Recipients and a Reserve List of Land Recipients.

MINIMUM TIME NEEDED: 122 Days:

- (i) Application Process Notice Period: 30 Days;
- (ii) Acceptance of Applications: 20 Days;
- (iii) Public Display of Applications List: 30 Days;
- (iv) Screening of Applications: 15 Days;
- (v) Display of Priority and Reserve Lists: 20 Days;
- (vi) Display of Revised Lists: 7 Days.

SELECTION OF LAND RECIPIENTS CAN START when the Provincial Governor has approved the proposal for a Social Land Concession (Step 4.9)

Step 7.1 Notice and Awareness Raising of Applications and Eligibility Criteria

There must be a public notice period of 30 days to inform local residents about the SLC application process. During this time the Commune Council must:

- (1) Announce the date; time and place for accepting applications for social land concession (**LASED II Form 12: Notice Form for Applicants**).
- (2) Display this information and the eligibility criteria using LASED II Form 9 - Eligibility Criteria for Participation in the Social Land Concession, and the Notice Form for Applicants (LASED II Form 12).
- (3) Ensure that the public announcement includes the following information:
 - Which areas people must live in to be eligible to apply;
 - Where to get the application forms;
 - Where to get assistance to complete the application form; and
 - Description of responsibilities of land recipients (**LASED II Form 11 - Responsibilities of the Land Recipient**).
- (4) With assistance from DWG, conduct information campaign through public notices such as public announcement letter, mobile announcement loud speaker to the village in commune and village meetings conduct village leader and commune council with community.
- (5) Ensure that civil society organizations can take part in this process.

Step 7.2 Acceptance of Applications

After the end of the public notice period there must be a period of at least 20 days during which local residents can submit their applications. The DWG must send an official staff to assist the Commune Council during this period. The DWG and Commune Council must:

- (1) Assist applicants to complete their application form (**LASED II Form 1 –Social Land Concession Application Form**) and attached with the related document. Ex. the copy of ID card, Residential book/family book etc.,
- (2) Accept the applications; and
- (3) Include the applicant's name in the Social Land Concession Application Registration Form – use LASED II Form 2.

Step 7.3 Public Display of Applications List

After the time for acceptance of applications, the list of applicants must be displayed in a number of public locations for at least 30 days. During this time local residents have the opportunity to verify the information provided by applicants and to file complaints. The Commune Council must:

- (1) Check that the list of applicants (**LASED II Form 2: Social Land Concession Application Registration Form**) is complete. Send a copy to DWB and PLUAC.
- (2) Post the complete list of applicants in a number of public locations across the Commune and in the Commune Office for no less than 30 days¹¹.
- (3) Ensure that all applications are accessible for review by local residents in the SLC area.
- (4) Ensure the involvement of civil society organizations throughout the entire application and public display process, and that local residents and civil society organizations know that they can review the applications and can submit complaints using **LASED II Form 23 Complaint Form: Preliminary SLC Application List**;

¹¹ Prakas 200 on Guidelines for Implementing Sub-Decree on Social Land Concession, Article 19

- (5) Send a copy of the **Social Land Concession Application Registration Form (LASED II Form 2)** to PLUAC in compliance with MLMUPC guidelines¹².
- (6) Register all complaints using LASED II Form 24 – Complaint Registration Form: Preliminary SLC Application List.

Step 7.4 Selection of Potential Recipients

The Commune Council must screen the applications and register all applicants who meet the criteria to be TLR. The list of eligible applicants is called the Initial SLC Eligibility List. The initial screening must be completed within 15 days after the end of the public display of the applicants list.

DWG and DIVISION OF PLANNING AND INVESTMENT must assist the Commune Council with this process. The Commune Council must invite civil society organizations to participate in the screening. PDLMUPC and PDoWA must review the TLR selection process based on the selection criteria within the Commune SLC Report to ensure accuracy¹³.

If the number of households on the Initial SLC Eligibility List is more than the carrying capacity of the SLC area, the Commune Council must prioritize the SLC applicants through ranking, lucky draw or other agreed mechanism. The Commune Council can use the **Sample Applicant Ranking Method** (use **LASED II Form 25**) to prioritize SLC applicants.

The households who are selected to receive land must be placed on **LASED II Form 26 - Prioritized SLC Applicants List**.

Households who are on the Initial SLC Eligibility List but are not selected must be placed on a Reserve SLC Applicant List. The Commune Council must explain that these households will be eligible to receive land if more land becomes available in the future.

Step 7.5 Public Display of Potential Recipients/Complaints

The Commune Council must display the list of potential SLC land recipients (**Prioritized SLC Applicants List–LASED II Form 26** and the Reserve SLC Applicants List) for at least 20 days. The display must be in the same locations as the earlier public displays.

The Commune Council must seek assistance from civil society organizations to raise awareness within the community about the selection process.

Local residents and civil society organizations must have the opportunity to inspect the applicant lists and also the application forms, and to file complaints using **LASED II Form 27 – Complaint Form: Disputes and Claims Against Prioritized SLC Application List**.

The Commune Council must register all complaints using LASED II Form 28 – Complaint Registration Form – TLR Ranking.

The DWG must investigate each complaint, provide a written response and compile a report to send to PLUAC. PLUAC must review the report, make decisions and respond to each complaint within 30 days.

Step 7.6 Validation of Information on Application Forms

¹²Prakas 200, Article 20.

¹³Prakas 200, Article 21

At the same time as the public display of the list of potential SLC land recipients there is a validation by household visits to ensure that the information provided by applicants is accurate. The validation is carried out by:

- (1) DWG;
- (2) DIVISION OF PLANNING AND INVESTMENT;
- (3) Commune Council
- (4) Civil society organizations.

If the selection process includes use of data from an Identification of Poor Households (ID-Poor) survey it is not necessary to visit the home of every applicant at the validation stage. The rule for the number of households that should be visited for checking is:

- (1) Any household included on the Prioritized and Reserved Applicants List that has not been assessed as poor in an ID-Poor survey; and
- (2) 10% of those households included on the Prioritized and Reserved Applicants Lists that have been assessed as poor in an ID-Poor Survey.

Step 7.7 Public Display of Complaints Resolution and Adjusted Lists

After the public display and the validation are complete the DWG revises the application forms, the Priority SLC Applicant List – LASED II Form 26 and the Reserve SLC Applicant List and sends them to PLUAC.

PLUAC reviews and approves the forms and lists and sends them to the Commune Council for public display.

The Commune Council must:

- (1) Summarize the findings from the validation exercise;
- (2) Display the summary and the revised **Priority SLC Applicants List – LASED II Form 26** and Reserve SLC Applicants List at the Commune Office for at least 7 days before the distribution of land;
- (3) Invite civil society organizations to inform people about this process; and
- (4) Ensure that the information from the validation exercise is accessible in the Commune Office.

Step 7.8 Village Meeting on the Result of the Validation

After the Public Display of Complaints Resolution and Adjusted Lists the Commune Council, assisted by DWG and DIVISION OF PLANNING AND INVESTMENT, must

- (1) Organize and plan a village level public meeting to explain the results of the validation exercise;
- (2) Ask civil society organizations to assist in publicizing the public meeting, and to ensure transparency and fairness in the process;
- (3) Keep a video or audio record of the meeting and a list of participants;
- (4) Based on discussion, prepare final changes to the Prioritized and Reserved SLC Applicant Lists; and
- (5) Prepare a summary report of justification for the proposed changes and send it to PLUAC.

PLUAC reviews the record of the meeting and the summary report and sends revised or approved applications and lists back to the Commune Council.

The Commune Council must summarize changes to the application forms and the adjusted **Priority Applicants List and Reserve Applicants List** at least 7 days before the distribution of the land. The Commune Council must ensure that records of the investigation of each complaint are available for review at the Commune.

Step 7.9 Selection of Land Recipients

After the village meetings and public display of the adjusted lists, the **Prioritized SLC Applicants List – LASED II Form 26** is effective and the people on the list will receive social concession land.

The Commune Council must:

- (a) Send a copy of the final list of **Prioritized and Reserved SLC Applicant Lists** to DWG and to PLUAC;
- (b) Assist the Land Recipients in selecting at least two representatives to join the Commune Social Land Concession Working Group.

STEP 8: Preparation of Full Social Land Concession Plan

RESULT 8:

- (i) SLC Plots Allocated to Households on Priority Applicants List;
- (ii) Full SLC Plan Approved.

Step 8.1 Participatory Land Use Planning

With help from the DWG and LASED technical officers (line departments), the Commune Council must

- (1) Explain the SLC/AEA and the final sketch map to the Land Recipients;
- (2) Lead small group discussions to review and explain the Commune SLC Report, highlighting the following issues:
 - Which areas are designated for agricultural use and which areas for conservation or community forest and other use;
 - Environmental safeguards; and
 - The carrying capacity estimation.
- (3) For the agriculture land, review:
 - The quality of the land and soils in these areas;
 - The micro-topography;
 - Water resources;
 - Existing land cover; and
 - Other factors to fully understand the agricultural potential of the SLC area.

Next, the land recipients with assistance from the Commune Council, DWG and the LASED technical officers (line departments), define actual agricultural plots in the SLC area. They must:

- (1) Ensure an equitable layout of the agricultural plots.
- (2) Establish temporary field boundary markers with cut stakes or stones.
- (3) Photograph and take GPS position of each boundary.
- (4) Sketch the boundaries onto the best available map of the area; and
- (5) Estimate the size of each plot.

After the land recipients have decided on the plot boundaries, the GIS Unit/PDLMUPCC must:

- (1) Digitize the sketched plot boundaries.
- (2) Calculate the total area of each plot.
- (3) Adjust the digitally recorded boundaries to ensure equitable land area and quality.
- (4) Number and categorize each plot.

Step 8.2 Lucky Draw for Parcel Number

The *Lucky Draw* system matches **Prioritized SLC Applicants (Land Recipients) – LASED II Form 26** with specific plots shown on the Land Use Map. It is a facilitated process led by the Land Recipients with involvement by the Commune Council, and with assistance from civil society organizations to ensure full civic engagement.

The Land Recipients must:

- (1) Ask the Commune Council, DWG and LASED technical officers to help them set up an equitable lottery system which takes into account household size, land quality and type;
- (2) Invite civil society organizations to assist and monitor the lucky draw.

The **Lucky Draw** must ensure that all households with the same characteristics receive land with approximately equal potential.

It is NOT acceptable to award some households plots in an area with good quality agriculture land and other households get plots of the same size in an area with poor quality land.

Solutions to this problem could be:

- (i) Plots in good quality land are smaller than plots in poor quality land; or
- (ii) All households get a plot of good quality land and a plot of poor quality land.
- (iii) Use a block of good quality of land and divide to every household in accordance the numbers of family while the poor quality land is kept for the construction of public infrastructure and forestry conservation.

After the *Lucky Draw* is complete, the Commune Council must:

- (1) Prepare a list of the land recipients and their respective plot allocation (**LASED II Form 29 – Display Form for distribution of Land Under the SLC**).
- (2) Display the list in a public area in each village.

Step 8.3 Rural Infrastructure and Services Planning

The Commune Council request technical support from the DWG and LASED technical officers (line departments), in particular Provincial Department of Rural development and TSU to ensure quality of the SLC plan.

The Social Land Concession Plan shows:

- (1) Mandatory expenditures on site preparation, rural infrastructure and services and settling-in assistance in the first year of the social land concession;
- (2) Planned expenditures from the discretionary grants under Sub-Component 1.2 in the second and third years of the Social Land Concession;
- (3) Additional infrastructure for which funding has been identified from other sources (e.g. KfW/MRD), if applicable; and
- (4) Priority needs for additional infrastructure for which no funding has been identified yet.

The Commune Council must organize a meeting with the land recipients to review the mandatory expenditures and to identify priorities for use of the discretionary grants and additional needs. The DWG, the Facilitation Officer and the LASED Technical Officer will assist the Commune Council with this meeting. The PDoWA and the Commune Women and Children Focal Person must participate in the meeting to help ensure that different needs of women and men are considered, based on the outcome of the gender analysis.

The meeting will:

- (1) Review and explain the mandatory expenditures that will be implemented in the first year of the SLC;
- (2) Discuss the needs of the Land Recipients for further support in future years;
- (3) Review the guidelines for use of LASED II Sub-component 1.2 funds (presented in this manual);
- (4) Identify the highest priorities to be funded using Sub-component 1-2 funds;
- (5) Review priorities in the Commune Development Plan to see if it is possible to fund these priority activities using Sub-component 1.2 funds;
- (6) Record the allocation of discretionary expenditures on Inventory of Mandatory and Discretionary Expenditures for Rural Infrastructure and Services– LASED II Form 31B.
- (7) Record the mandatory and discretionary expenditures for each year and enter in Inventory of Mandatory and Discretionary Expenditures for Rural Infrastructure and Services – LASED II Form 31B.

Normally the planning phase of a social land concession takes about one year to complete. Therefore the preparation of the Social Land Concession Plan will usually take place in the final quarter of the first year. This will allow the mandatory Sub-Component 1.2 activities to be included in the Annual Work-Plan and Budget for the second year (Year 2). An example of the timeline for Planning of Rural Infrastructure and Services is provided below.

Table 3: Indicative Timeline for Planning of Rural Infrastructure and Services

Indicative Timeline for Planning of Rural Infrastructure and Services for new SLC site								
Activity	Year 1 Q4	Year 2 Q1	Year 2 Q2	Year 2 Q3	Year 2 Q4	Year 3	Year 4	Year 5
Preparation of Social Land Concession Plan								
Approval of Full Social Land Concession Plan								
Preparation of Annual Work Plan and Budget								
Commune and District Sub-Contracts Signed								
Implementation of Full SLC Plan								

Step 8.4 Compile and Approve the Full SLC Plan

The Commune Council must compile the complete Full Social Land Concession Plan and send it to PLUAC.

PLUAC is responsible for reviewing and authorizing the Full Social Land Concession Plan before land can be formally allocated to the Land Recipients and implementation budget transferred to the Commune. To assist the PLUAC review all of the necessary documents for accuracy and transparency, a guideline for the PLUAC review process is provided in **LASED II Form 30 - Checklist for PLUAC Review of the Complete Social Land Concession Plan**.

STEP 9: Preparation for Transfer of Land

<p>RESULT 9:</p> <ul style="list-style-type: none"> (i) SLC Plot Boundaries Demarcated; (ii) Land Prepared; (iii) Access Tracks Constructed; (iv) Rural Water Supplies Provided (v) Settling-In Assistance Prepared; (vi) Official Transfer of Land.

Step 9.1 Site Preparations and Basic Infrastructure

Site Preparation and Basic Infrastructure activities are mandatory expenditures under Sub-component 1.2 of LASED II. Site Preparation activities must be completed before official hand-over of the land.

The activities implemented in Step 9 are:

- (1) Land Preparation;
- (2) Boundary Marking;
- (3) All Weather Road;
- (4) Earth Roads;
- (5) Access Tracks;
- (6) Rural Water Supplies; and
- (7) Agriculture Needs Assessment.

Most of these activities will be implemented by private contractors. Some activities will be implemented directly by technical departments and/or the communities. The Planning and Investment Division of the Provincial Administration is responsible to assist the Commune Council to procure and implement these activities, or to liaise with NCDDS for procurement of activities that are too big for the Communes to procure [see section 3 Sub-Component 1.2]. The implementation of activities in Sub-Component 1.2 will be technically supervised by National Infrastructure Advisor and another infrastructure engineers based at provincial level. Land Preparation will be technically supervised by PDA and GDA. These persons will also be responsible for the design of technical specifications of the works.

Timing of implementation should be:

- (1) After approval of the Social Land Concession Report (Step 6): preparation of designs, cost estimation and tender documents;
- (2) After approval of the Full Social Land Concession Plan (Step 8):
 - proceed to advertise the bidding; and
 - proceed with activities to be implemented by technical departments (e.g. Agriculture Needs Assessment); and
 - Implement the activities.

[See Section 5.5 on procurement]

Step 9.2 Preparation of Settling-In Assistance

The Commune Council must be ready to start implementing Settling-In Assistance as soon as the official transfer of land takes place. Therefore, preparation and procurement of these activities takes place in Step 9. In most cases, NCDDS will be responsible for:

- (1) Procurement of Livelihood Support; and
- (2) Procurement of Start-Up Packages.

Step 9.3 Pre-Transfer Access to Land by Land Recipients

Pre-Transfer Access means that the Land Recipients are allowed to begin work on their plots before the official transfer of land. However, they must not move to live on the land.

Pre-Transfer Access can start after the plots are clearly demarcated (using either temporary or permanent boundary markers).

Settling in assistance and livelihood support do not start until the official transfer of land is completed.

The Commune Council must:

- (1) Announce to all Land Recipients that they can request permission to gain access to their plots prior to the official transfer of land. The Commune Council must ask civil society organizations to participate in the information dissemination.
- (2) Assist Land Recipients to complete LASED II Form 34: Request Form for Pre-Transfer Access to Land.
- (3) Upon receipt of the request, a representative from the Commune Council and representatives from civil society organizations must go to the plot site with the Land Recipients to review and confirm the demarcation of the allocated plot.
- (4) Authorize pre-transfer access to the land by Land Recipients. Complete **LASED II Form 35: Authorization Form for Pre-Access to Land**.

Step 9.4 Official Transfers of Land to Land Recipients

When the Site Preparation activities are completed the official transfer of land to the land recipients can take place.

The Commune Council must organize a meeting with all Land Recipients and invite civil society organizations to attend. The activities at this meeting are:

- (1) A presentation on the Full Social Land Concession Plan including:
 - Land Use Plans;
 - Site Preparation activities (these should be completed already);
 - Settling In Assistance (these should be about to start);
 - Rural Development activities (these are mainly planned for future years).
- (2) A presentation on the responsibilities of the Land Recipients (LASED II Form 11);
- (3) A presentation on the role of civil society organizations to help with implementation of the Social Land Concession;
- (4) A presentation on what kind of assistance the Land Recipients can get and where to go to ask for assistance;
- (5) Sign the land transfer document – the agreement between commune council and LR (**LASED II Form 36: Land Transfer Contract**). Be careful to make (5) copies for LR, Commune Council, DWG, PLUAC and GSSLC.
- (6) Hand over the land transfer document to the Land Recipients;
- (7) Commune council with assistance from DWG and provincial team to establish the TLR community committee in order to have representation of LR and assist the project team in coordinating the development activities.

STEP 10: Settling-In Assistance and Long-Term Rural Development

RESULT 10:

- (i) Settling In Assistance Provided (6 months to 1 year);
- (ii) Rural Infrastructure and Services Provided (2 years);
- (iii) Land Recipients live on and farm their land as a sustainable community. After 5 years they can apply for land titles.

Step 10.1 Settling-In Assistance

Settling-In Assistance will begin as soon as the official land transfer is complete. There are two types of settling-in assistance:

- (1) Livelihood support; and
- (2) Household and Agricultural Inputs Package (“Start-Up Package”).

These two types of support will be funded by the budget allocated in Sub-component 1.2 [see section 3] and Sub-component 1.3 [see section 3].

Two other mandatory activities are implemented in this phase:

- (1) Agriculture Support Services; and
- (2) Water Use and Hygiene Education Campaign.

The Planning and Investment Division of the Provincial Administration must assist the Commune Council to procure and implement the Settling-In Assistance Activities, or assist with liaison with NCDDDS if the activities are too big for the Commune Council to procure [see section 3, Sub-component 1- 2]. The agriculture support service will be provided by PDA, with technical support of GDA, and/or through contracted service providers (NGOs, private sector, Community Agriculture Facilitator). [See Section 4, Sub-component 1 - 3.]

The Commune Council must make sure that the Land Recipients understand fully about the Settling-In Assistance activities. The Commune Council must call a meeting with all Land Recipients to:

- (1) Explain what settling-in assistance is and how Land Recipients will receive it;

Monitor the provision of settling-in assistance using *LASED II Form 37*. Note that the Commune Council and the Land Recipient each keep a copy of this form. The copy held by the Commune Council must be counter-signed by the Land Recipient and the copy held by the Land Recipient must be counter-signed by the Commune Council.

The Commune Council must work closely with technical departments, civil society organizations and the Land Recipients to implement the Agriculture Support Services and the Water Use and Hygiene Education Campaign.

Step 10.2 Long-Term Rural Development

Long-Term Rural Development activities are infrastructure and services planned under the land preparation and Infrastructure development Plan. Most of these activities are implemented in Year 2 and Year 3 of the Social Land Concession, after the Settling-In Phase is complete.

Long-Term Rural Development can include:

- (1) Activities funded by Sub-component 1.1
- (2) Activities funded by Sub-component 1.2
- (3) Activities funded by Sub-component 1.3 of LASED II
- (4) Activities supported from any other funding source.

Activities that can be supported by Sub-component 1.2 and 1.3 of LASED II are described in [Section 4.2, 4.3] of this Manual. The NCDDDS and Planning and Investment Division of the Provincial Administration must assist the Commune Council to prepare and implement these activities.

The project preparation and implementation process follows the Commune/Sangkat Fund Project Implementation Manual, except where NCDDDS are responsible for procurement [Annex 5].

4.1.2 Identification, Prioritization and Planning of Appropriate Technology and Infrastructure Investments

According to SLC master plan, the overall needs of infrastructure investment will in most cases exceed the funding available under the Project. Hence, with support from the LASED II Engineer and LASED II Technical Officer, the commune councils shall review the results of infrastructure need assessment (INA) and prioritize each type of infrastructure. In particular, LASED II Engineer and Technical Officer will assist the commune councils in preparing preliminary site assessment and cost estimates. For instance, access roads might be considered as the top priority compared with other types of infrastructures. After reviewing and screening, a complete list of infrastructure, classified according to priority needs, will be furnished to LASED II provincial office.

The LASED II provincial office will check submitted priority lists to ensure complementarity and avoid overlaps with infrastructure funding from other sources, in particular the MRD-implemented Economic Infrastructure Program to Sustain Land Reform Implementation (IPLR), funded by KfW.

4.1.2.1 Baseline Studies

Baseline Studies will be conducted to:

- (1) Provide the project with the required data and information for its Results Framework;
- (2) Provide the project with the information needed to reconfirm and/or adjust the planning for training and capacity development, delivery of agriculture and other livelihood service and infrastructure investments; and
- (3) Provide the project with baseline data and information for its MIS and monitoring system (See also section 5.9 on LASED Monitoring arrangements and requirements.)

The implementation of the planning, conduct, analysis and reporting of the Project's baseline studies will be contracted to an experienced local NGO or consulting firm. It is expected that all initial baseline data and information needs of the Project (a)-(c) will be collected in a single, multi-layer, multi-topic baseline survey. The detailed content (TOR) will be determined by the technical staff at national and provincial level. GDA will ensure that all required data and information for the planning and implementation of agriculture support services will be collected. GSSLC will coordinate with other technical departments their data and information requirements for inclusion in the baseline survey. The Project should ensure that the envisaged M&E Advisor is hired and familiar with the project to supervise the baseline survey(s).

The project's Results Framework and a description of the included indicators can be found in [Section 5.10, and Annex 1].

4.1.2.2 Infrastructure Studies (incl. Irrigation Potential and Design)

In each project province two technical officers, one at district level and the other at provincial level, will be tasked by provincial department of rural development to support the LASED II provincial team. In addition, a technical officer will be selected as part of the LASED II provincial team to carry out daily technical-related works. In each project province, these three technical officers will assist each LASED II engineer, who will be recruited by GSSLC, to carry out the infrastructure needs assessment, technical data collection and support provincial authorities and villages in monitor and supervise the technical design and construction of the village public infrastructures. The LASED II engineers will then prepare technical and safeguards documents including technical drawings, specifications and bills of quantities, which will form as technical parts of bidding documents.

For small-scale irrigation schemes, a local engineering firm will be hired to collect all necessary data, conduct the prioritization analysis and combined feasibility and detail design study for all selected sites. The local firm will also pursue the approval process of the prioritization analysis and technical design with central project management units and local authorities at all levels and the LASED II engineers until the completion. According to the existing government institutional arrangement, the technical design of the small-scale irrigation schemes will be approved by the Provincial Department of Water Resources Management and Meteorology. The approved technical design will be submitted, and form as technical parts of bidding documents, to GSSLC.

Before starting the procurement of each sub-project, information about technical design must be sent to the Planning and Investment Division of the Provincial Administration. The Planning and Investment Division will then send information to the technical department for the sector (for example, the Department of Water Resources for an irrigation subproject) for technical clearance.

Technical Line Departments will be responsible for Technical Clearance of all subprojects related to their sector. The Technical Line Departments have no right to approve a subproject at all, but only to give Technical Clearance.

The Department should only object to the sub-project if:

- There is a technical problem with the technical design;
- There is a conflict between the project plan and the sector plan of the Department.

For example, if the project wants to build a school in Village A, but the Department of Education has a plan to build a school in village B, for children from both villages. If there is a conflict of this kind, the sector must discuss with Commune Councils to solve this problem. The land recipient community should always be consulted and be part of any decision-making process.

The Line Department has the right to object to the sub-project within 15 calendar days after they receive the Technical Information. If the Line Department wants to object, they must inform the Planning and Investment Division of the Provincial Administration. If there is no objection within 15 calendar days, the sub-project is automatically technically cleared.

Small-Scale Irrigation Investments

Water shortage is a major constraint to improve productivity and stabilize the livelihoods in many SLC areas. Therefore, provision of water for agricultural and personal uses in the SLC areas is an urgent need, particularly in the dry season. Notably, opportunity for storing water in the LASED II project sites exists. Where feasible, small irrigation schemes in the project sites could be included in the LASED II Project.

Participation of communities and villagers in entire process, including planning, construction, supervision of construction progress and handover is required to ensure the efficiency and quality of the irrigation scheme.

(a) Prioritization of Project Sites for Small-Scale Irrigation Scheme Installation:

Given the huge demand for irrigated crop development in the new project settlement areas versus limited budget to be allocated for construction of small-scale irrigation scheme, the first important exercise is to prioritize project sites for small-scale irrigation scheme. The prioritization will be done by including following initial criteria:

- Availability of water resources that sufficient for irrigation purpose and domestic use;
- Accessibility of the available water resources, taking into account of the gravity irrigation and construction cost for small scale irrigation scheme;
- Potential development trend of the irrigated crops;

- Availability of information for technical design (see below);
- Number of beneficiaries in the new project settlement areas;
- Volunteering of community in digging canal system for irrigation; and
- Ability of community in operating and maintaining the system.

Since the prioritization exercise requires more detail information, including detailed geographical and hydraulic survey. Therefore, the local consultant firm that will be hired for the combined feasibility and technical design study will conduct the prioritization process based on the above-mentioned criteria, and pursue the approval process with central project management units and local authorities at all levels and the LASED II engineers until the completion.

(b) Information Collection:

An effective irrigation scheme, including engineering solutions always need to be in conjunction with an adequate land-use plan and a comprehensive crops development plan, etc. Hence, prior to the detailed technical design of the small irrigation schemes in the prioritized project sites the following information needs to be collected:

- Provincial plans including socio-economic development plan, irrigation plans, etc. in the project target provinces.
- Detailed land use plan. The land use plan should include as detailed as possible the gross irrigable and commanded areas, agro-industrial crops areas, residential areas, roads, as well as the potential water sources.
- Topographical map of the project sites at the scale of 1:10,000 or 1:5,000. Based on the topographical maps, irrigable areas, water sources and catchments will be initially identified.
- Similar technical designs of the small irrigation schemes in Cambodia.
- Lessons learned on operation and maintenance of the small irrigation schemes in other communes in Cambodia.
- Site visit to collect other necessary information such as water levels in dry and rainy seasons, real geographical condition, etc. through the interview with communities. Site visit will help engineers better understand and visualize the real situation of the planned construction locations.
- Soil properties map (if available)

(c) Plan Development:

A planning report should be developed and agreed by the Bank and government counterparts. Report should provide detailed descriptions on the following areas:

- Prioritization processes and recommendations.
- Availability of information that supports the detailed technical design in a later stage.
- Description of the potential areas where the small irrigation scheme is located. Availability and quantity of water resource, potential development trend of the irrigated crops and estimate water demand for irrigation (and personal uses), number of beneficiaries in the project settlement areas, and ability of community in installing canals system and operating and maintaining the entire irrigation scheme should be provided narratively.
- Sketch of irrigation system, including upstream structures, canal system, water catchment, estimate quality of water to be stored and location and total areas to be irrigated by the irrigation scheme.
- Cost estimate and cost breakdown for each element structure.
- Initial Cost-Benefit Analysis.

(d) Detailed Technical Design:

Once the planning report is agreed by the concerned parties, detailed technical design should need to be conducted. The detailed design must be carried out by a qualified consulting firm. The detailed design will help to identify adequate location of upstream structures and canal system, technical dimensions of the structures, implementation arrangement and construction methods, O&M procedures for the entire irrigation scheme and cost estimate for construction and O&M.

The studies will be conducted by and/or under the supervision of water resources, irrigation experts in MoWRaM and MRD. The Project can contract additional experts or engineering consultants, in particular for the detailed sign.

Draft ToR for both of site prioritization and combined feasibility and technical design study for small-scale irrigation scheme is attached in Annex 13A.

4.1.2.3 Community Investment Plans/Community Development Plan

The support and commitment of local authorities, mainly Commune Councils to SLC is a main factor ensuring sustainability post project support in SLC sites. Transferring the investment plan of SLC to become (prioritized) activities of CIP and CDP will allow Commune Council to allocate amounts of the C/S fund to support to the investment on SLC site. Through the inclusion of SLC activities/investments in the CIP/CDP, land recipients could also seek for the partners to support from their investments through website advertisement and the District Integration Workshops.

The Commune Development Facilitator (CDF) will play important role to facilitate the interaction between line departments, commune council and other private sectors in the following five steps of CIP and CDP.

4.1.3 Processing of Land Titles for Eligible Land Recipients in the Existing Sites.

The land titling is provided for land beneficiaries of LASED II project who have fulfilled the 5 years occupancy on the distributed land. LASED II coverage of costs for the verification of eligible land recipients, additionally required new survey work, and processing and issuance of titles (sub-component 1.1). As the land registration and adjudication process has already been completed prior to beneficiaries moving to their land, the issuance of titles mainly entail a reconfirmation of eligibility, i.e. are beneficiaries living on their land and are they using the land.

4.1.3.1 Costs for Organizing the Meeting to Prepare the Guideline

The PWG and Provincial Department of Land Management, Urban Planning, Construction and Cadastral (PDLMUPCC) under the supervision of PLUAC will invite the concerned parties of the project to discuss and produce the guideline, questions, checklist and other documents for the validation of land occupancy and land use of land recipients.

4.1.3.2 Costs of Conducting the Orientation on the use Guideline

The DWG, under the supervision and guidance from PWG and Provincial Department of Land Management, Urban Planning, Construction and Cadastral (PDLMUPCC) will organize the orientation meetings in eligible communities (5-year since moving-in). Commune Councils and community representatives will help ensuring the broad dissemination of aware ness raising about the guidelines.

4.1.3.3 Cost of Conducting the Survey work for the Verification of Eligible Land Recipients

Following the guidelines, PLUAC will authorize PDLMUPCC and PWG and DWG to conduct the survey in SLC sites to verify the land occupancy and land use of every individual LR household. While the data collection is completed, another meeting will be organized at provincial level under the supervision of PLUAC assess the land occupancy and land use of LRs. The results of the assessment on the land occupancy and use will be listed and presented for 30 days public display for complaints.

4.1.3.4 Processing and Issuance of Land Titles to Land Recipient

The land recipients will have the right to claim for the land titles after they have occupied and used the lands for 5 years. This period is calculated starting from the date when land recipient move in SLC sites. How the land recipients occupy and use their land will be identified through survey work by local project staff, mainly with support by CDFs.

When the end of the period of 5 years occupation and use approaches, CDFs and/or Commune Councils will write a request to Provincial Department of Land Management Urban Planning, Construction and Cadastral (PDLMUPCC) for land titles. PDLMUPCC with the collaboration of provincial cadastral office, PWG, DWG and Commune Council will conduct the evaluation on the land occupation of LRs and proceed with the process for provision of land titles to land recipients.

4.2. Sub-component 1.2: Land Preparation and Infrastructure Development.

This sub-component supports:

4.2.1 Provision of Settling-In Assistance to Newly-Installed Land Recipients

This will support the provision of vegetable seed (6 item), plant seedlings (5 items), rice (200kg/family) and agricultural kits (8 items), residential kits (Solar panel, tent plastic, water filter, water jar, blanket, mat) and construction materials (40 zinc sheets for each HHs) and cost of transport of those materials until delivery to 700 land recipients who will come to settle in new SLC site of Dong commune, Prasat Balaing District, Kampong Thom province.

4.2.2 Provision of initial Land Preparation Assistance for the First Cover Crop

4.2.2.1 Identifying plots requiring development (determining area coverage)

The budget of the project will be used for preparation of 2,355.50 ha agriculture land in SLC site (Sambok 100 ha, Changkran 59 ha, Dar 97 ha, Thmey 174 ha, Chambak 277 ha, Tipo1 276 ha, Tipo2 226.50 ha, Daung 500 ha, Sambokkriel 100 ha, Ksachsor 126.50 ha, Peam 116.50 ha, Chhean Loeung 103ha, Raksmeysamaki 200 ha. total 2,355.50 ha) and the broadcasting of leguminous seeds (cover crops) on the land after clearing and leveling to protect the soil erosion and increase soil fertility of agricultural land.

Location and area will be reconfirmed for each site before land preparation and sowing of cover crops will be contracted out.

4.2.2.2 Determining cover plant choices

The types of cover plants will be different between different SLC sites. Options will be identified by PDA/GDA as a result of the land suitability assessment and AEA [Sub-component 1.3]. PDA/GDA will prepare a list of types of cover plants and cropping plans for each plant, including the amount of seeds required for 1 unit of land, technique of seed broadcasting, plus all other required specifications facilitating the procurement process. However, the project will select only those leguminous plants that are most tolerant to the locally specific conditions, resistant to diseases and help maintain the nitrogen fixation in the soil as well as to improving the soil fertility.

4.2.2.3 Participation of farmers and community in the process

Final choices for each site will have to be discussed and agreed upon with farmers and the community. Farmers will be encouraged to use the provided cover plant to the best of its potential in improving soils and providing direct or indirect income possibilities.

4.2.2.4 Quality standards

Ensuring highest quality standards in planning and implementation of land preparation activities and the planting of adapted cover crops is the responsibility of PDA. GDA staff will support planning of implementation activities and the monitoring of quality implementation.

4.2.3 Construction of Productive and Social Community Infrastructure

Based on the SLC plan and any necessary prioritization exercise, the project will support constructing the following types of infrastructure systems in SLC sites:

- (a) Rural roads and access tracks,
- (b) Rural water supply,
- (c) Small-scale irrigation systems,
- (d) School buildings and teachers' houses,
- (e) Health posts,
- (f) Community centers,
- (g) Setting up and running O&M committees and activities

With support from a procurement specialist, who will be recruited by NCDD, NCDD will prepare the commercial parts of the bidding documents and will be responsible for the entire procurement process from preparation of bidding documents up to signing of the contracts, for packages to be procured at National Level.

During construction, with cooperation from technical officers, the LASED II Engineer Advisers will provide assistance to Provincial LASED II Team in:

- (a) Monitoring of all works, including materials testing, verification of construction schedules, verification of quantities, adherence to contractually stipulated standards and conformance with approved engineering designs and specifications;
- (b) Reviewing contractors' claims;
- (c) Preparation of quarterly physical and financial progress reports on contracts and contract management that will ultimately be submitted to the GSSLC;
- (d) Assisting in the management of the safeguards (environmental and social) aspects of contract implementation; and
- (e) Providing on-the-job training for technical officers. Beneficiary communities will also play an important role in monitoring implementation of project-funded works and services.

In the case of required special engineering skills and experience, e.g. for small-scale irrigation systems, the project will contract a specialized consulting or firm.

4.2.4 Coordination and Cooperation with Other Investments and Partners, KfW (MRD), GIZ and NGOs

To exploit synergies and complementarities, and to avoid overlaps in coverage or neglect of priority needs, the project will coordinate and cooperate with other investments and partner such as KfW (MRD), GIZ and other NGOs. The means through which this will take place include regular (monthly, quarterly and annually) (network) meetings, workshops and other events where issues of joint interest and concern will be brought to the attention of all institutions.

The Project will contract a capable NGOs or a CDF whose tasks will include ensuring harmonization of activities and grass-root level coordination. Participation in CIP/CDP formulation and presentation at District Integration Workshops will further enhance coordination.

GSSLC will be responsible for the implementation of these coordination and cooperation activities.

4.2.5 Building and Relationship with Village Administration Body (VAB)

Social Land Concession Community Committees (SLCCC) were created in LASED I to coordinate, facilitate and support early works of the Project (such as settlement of land recipients, building basic public infrastructure). It was formed in a similar fashion to the Land Recipient Committee (LRC). Under the committee, there are two sub-committees: (a) Community Procurement Committee, and (b) Infrastructure Repairing and Maintenance Committee (IRMC).

Both SLCCC and LRC are project-driven/based and can be considered a public body that has been and will be responsible for public works and services. Over the long term, they can be transformed into village authorities. They could be thus be called Village Administration/Authority Body (VAB). For the new site such as Dong, a new body to be set up should be VAB. The Village Administration Bodies will be **transitional** authorities that will help manage the SLC sites.

As the communities at the SLC sites become administratively and institutionally well established and mature, the sites will be registered as villages by the Ministry of Interior with formal requests from sub-national governments (i.e., commune/sangkat councils, district councils and provincial councils). When the SLC communities' sites are legitimately and administratively recognized and registered as villages, the RGC will follow existing procedures and processes to turn the VAB to formal Village Authority Bodies. The SLC sites will become administrative villages in the administrative and institutional structure of the sub-national governments, and members of the Village Authority Bodies will be regularly elected through non-universal votes in accordance with the legal framework of the Kingdom of Cambodia on local democratic development.

4.3 Sub-component 1.3: Agriculture and Livelihood Development

This will support the consolidation and further improvement of agricultural production systems, livelihoods and food security of land recipients, including facilitation and provision of support services and technical assistance using a pluralistic service provider approach. This will include support for:

4.3.1 Community Organization and Development

Sustainability of project activities and achievements can only be reached through an active engagement of all beneficiaries. Strengthening social cohesion and social capital in new communities require community organization and the development of internal structures that help beneficiaries establish their livelihoods in their new community. The Project will fund the contracting of a Community Development Facilitators (CDF) in each commune and an Agriculture Development Facilitators (ADF) for each community. The CDF will be the key mechanism to facilitate socio-economic development of communities and individual families.

4.3.1.1 Community Development Support

Community development support refers to the assistance the project provides to build and strengthen community institutions, based on the needs and wishes of project beneficiaries. Support will be provided to:

- Select and train community groups and leaders;
- Establish and run economic interest groups;
- Establish and run infrastructure maintenance groups;
- Establish and run revolving fund groups (including, Savings and Credit Revolving Fund Groups [SCGs] and Most Vulnerable Household Revolving Fund Groups [MVHGs]);
- Establish and run livelihood groups;
- Establish and run agriculture production/marketing groups;
- Establish and run Agricultural Cooperative (AC).

Capacity building for these groups and their leaders will be provided through assistance by provincial and district departments. Important roles are played by the Community Development Facilitators and the Community Agriculture Facilitators, both contracted positions based in the SLC communities. Project beneficiaries are encouraged to identify their needs and wishes and express those to facilitators. Economic and social interest groups will carry equal importance for the development of communities.

To receive project assistance through training and or financial assistance through the Community Fund for Development (CFD) [See section 4.3.5.3], groups will have to be formalized and registered.

4.3.1.2 Community Development Facilitators

Community Development Facilitators (CDFs) will play a key role in coordinating, organizing, motivating, and training land recipients. They will be recruited from among the capable residents of target communes, through locally active NGOs, or from outside. Female candidates will receive priority at selection. They are the project contract staff and will be based in target communes and live with land recipients. CDFs will be contracted by NCDDS and report to District Working Group and Provincial Project Manager. Salary and other remunerations for CDFs will be covered by project and funded by IDA. CDFs will be competitively recruited and deployed/assigned to work at SLC sites/communes. The project will equip the CDFs with motorbikes for their travelling within the sites/communes and to and from district centers. CDFs must attend key training courses (tailored specifically for CDFs) before taking on the job and being deployed to assigned communes.

CDFs play an important role also as the linkage and facilitation between community and the Project and/or the engaged technical assistance providers to LR communities. The TOR (template) for CDFs can be found in [Annex 13Jc]

4.3.2 Provision of Service and Extension Support Following a Pluralistic Service Provider Approach

Agriculture extension and service delivery will be provided following a pluralistic service provider approach. Under the supervision of the technical competent government institutions, frontline services can be delivered by a variety of government, NGO or private sector institutions and individuals. The Project will decide about contracting third parties based on comparative advantages of different actors. Responsibilities for supervision and technical soundness will in all cases rest with the relevant government institution. All contracted service providers will also have a specific task of knowledge transfer reflected in their TOR/contracts, not only towards project beneficiaries but also to strengthen government, public sector institutions and their technical skills and work performance.

4.3.2.1 Determining the agriculture potential (updating AEA)

GDA will take the lead in updating existing Agro-Ecological Analysis (AEA) as a basis for improved, better-targeted agriculture extension advice. GDA staff will train and supervise PDA and other involved line departments in preparing detailed reports that will serve as the basis for extension and farm planning in the SLC sites. All survey and analytical work will be conducted in a very participatory manner, involving experts as well as local community members/farmers. Recommendations derived from the AEA will have a clear focus on the demand-driven needs and wishes expressed by land recipients. AEA results will back up the extension content (farmer field school topics) that will be covered in LASED II communities.

4.3.2.2 The Master-Trainer-Team (MTT)

The project will organize and conduct its capacity building activities in a way that it will support and stimulate the development and growth of local service providers. This is to ensure that capacity building services remain available for the project's primary beneficiaries after the project's ending. These local capacity building service providers include, but are not limited to NGOs, Provincial Departments of Agriculture (PDAs), District Offices of Agriculture (DOAs), local universities, domestic/local agro-input suppliers, and collectors/traders. For this purpose, a Master Trainer Team (MTT) [Annex 13K] will be set up no later than when the baseline can determine on what issues or topics the project's primary beneficiaries are interested in.

Preferably the MTT will be set up when the project begins, and basic technical Training of Trainers (TOT) can be delivered under the leadership of GDA early in the project cycle. The basic technical TOT will be followed by specific topics once the training needs and demand assessment are ready. (This will be part of the baseline survey(s))

The MTT will be the resource persons who will be pooled from General Directorate of Agriculture's technical departments and units. These will include

- Department of Agricultural Extension,
- Department of Agricultural Cooperatives,
- Department of Industrial/Cash Crops,
- Rice Department,
- Department of Horticulture,
- Agricultural Land Department,
- Department of Animal Health and Livestock Production (DAHLP), and
- MAFF's Gender Unit.

The MTT will provide Training of Trainer (TOT) to sub-national/provincial level trainers and/or training teams. These sub-national level trainers and/or training teams include, but are not limited to, NGO staff, PDA staff, DOA staff, employees or owners of domestic/local agro-input supply firms/establishments, and collectors/traders. The primary target group for the TOT will also include project's Community Development Facilitators (CDFs), and Community Agriculture/Agribusiness Facilitators (CAFs). The MTT will regularly carry out quality control over training activities run by sub-national level trainers and/or training teams, provide them with technical backstopping support, and ensure that a system for feedback from the project's primary beneficiaries or farmers is in place. This will particularly include the monitoring of beneficiary satisfaction with provided services. **[Figure 1]** provides an overview of the different stakeholders in the training activities and their interactions.

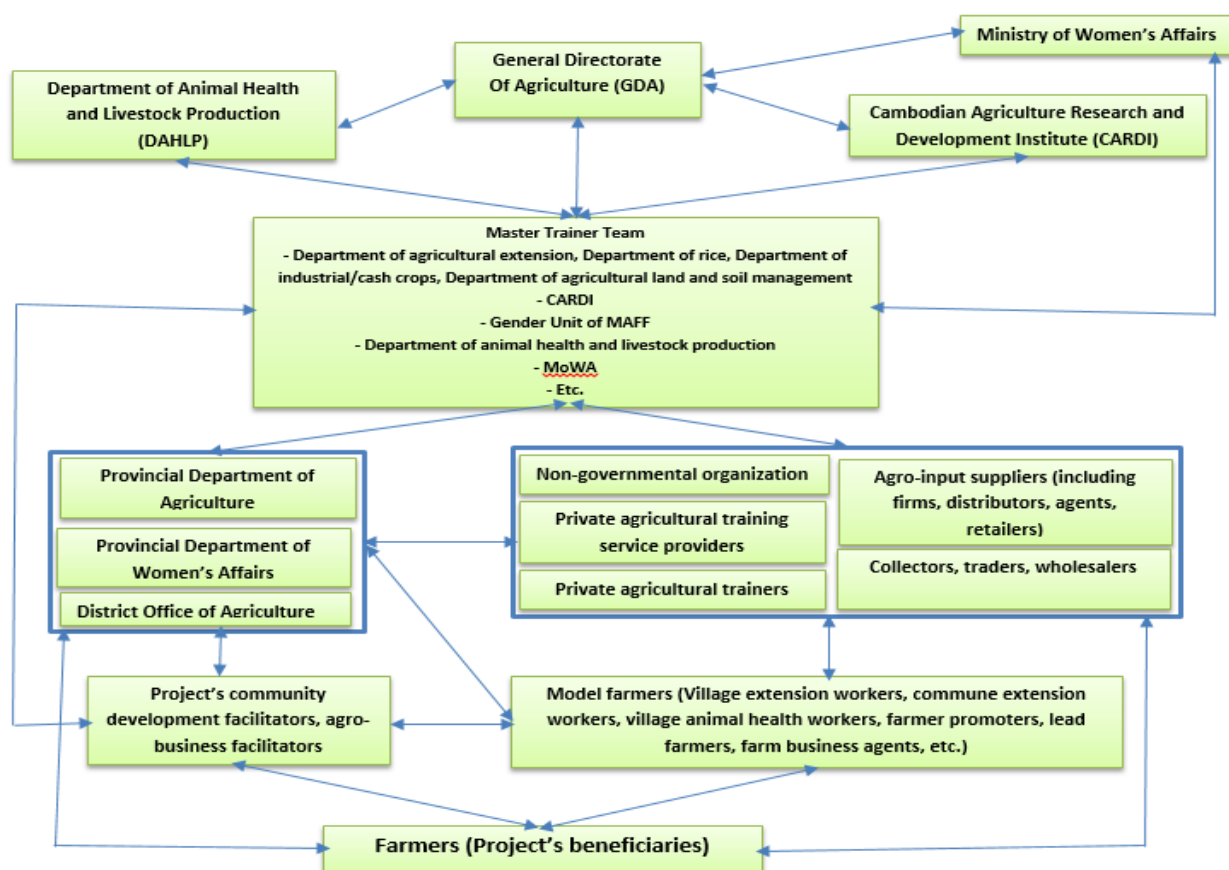


Figure 1: Master Trainer-Team and Flow of Capacity Building Process

4.3.2.3 Delivering training and capacity building

The Project's capacity building in agricultural production and productivity improvement will be done at three levels. The first level is the TOT provided by the MTT to the provincial level trainers and/or training teams. The second level is the training provided by the provincial trainers and/or training teams to Commune or Village level Extension Workers (CEWs/VEWs) or Village Animal Health Workers (VAHWs). These are normally hard-working farmers who tend to do well among their peers in their villages or communes. Frequently, they are the innovative, creative and/or early adopter farmers. They are self-selected and volunteer for or are encouraged and chosen by projects or NGOs to be the catalysts in their communities. Their final selection and confirmation for the project will be done by the farming communities or the groups they are working with and for. CEW/VEW and VAHW are providing the training and capacity building at the third (grass-root) level to beneficiary farmers. Delivery of these farmer training activities will follow the Farmer Field School (FFS) methodology.

4.3.2.4 Implementing the Farmer Field School Approach (FFS, FBS, FMS etc.)

On aspects of agricultural production and productivity improvement (including soil fertility management, water management), training provided to the project beneficiaries will use the Farmer Field School (FFS) methodology. The FFS will commence from the model plots of the VEWs/VAHWs where project-promoted technologies and/or techniques are applied. These plots will demonstrate different farmer-managed models such as multiple cropping system models, or integrated crops-livestock system models, which will be of interest to the SLC recipients. Crops that may interest the project's beneficiaries are rice, cassava, mung bean, soybean and corn. Each FFS group will consist of no more than 15 farmers who share a common interest. The number of FFSs that will be set up in a community is based on the number of farmers and the number of different agriculture interest groups that are formed. Individual farmers can be members of different FFSs.

The Community Agriculture Facilitator, present in all communities, will support VEW and VAHW technically and methodologically in the planning and conduct of the Farmer Field Schools (FFS).

The Project will also employ the services of an experienced international consultant to advice on the detailed design of the Farmer Field School approach and activities.

4.3.2.5 Farmer Business School (FBS) and Farmer Marketing School (FMS)

The FBS and FMS methodologies are designed for farmers producing for markets. Each of the methodologies covers different topics and addresses specific needs of trainees. Both methodologies, like the FFS, are well developed, tested and scaled up by MAFF/GDA. They have been used by many projects involved in agricultural value chain and farmer organization development and strengthening. While the FBS covers topics in basic farm business management economics, the FMS covers basic agricultural marketing and networking. Both of them provide a platform for farmers and other market actors (including collectors/traders, micro-finance agents, agro-processors, input suppliers) to learn from each other; share concerns, issues, information and knowledge; exchange experiences; build trust, and establish business relationship. At the same time, facilitators can provide certain, relevant best practices, and technical and theoretical interventions to enrich their interactions.

The FBS covers:

- Basic financial literacy and bookkeeping;
- Simple cost-benefit analysis/enterprise budgeting for farm business planning;
- Seasonal calendar analysis for production planning and marketing;
- Production organization, management and financing;
- Farm business development; and

- Gender roles in farm business planning and management.

The FMS covers:

- Post-harvest handling and storage;
- Marketing chain and organization;
- Marketing cost and margin;
- Use and sources of agri-market information;
- Market supply and demand analysis (i.e. supply calendar, sources of supply, prices, etc.);
- Market sales;
- Agri-marketing networking and farmer-trader business dialogue; and
- Gender roles in agri-marketing and specialization.

4.3.2.6 Community Agriculture Facilitators

Community Agriculture Facilitators (CAF) will be contracted project staff, based in each project community. They will be recruited preferably in the communes where they are expected to work, or through NGOs that assist in the community or commune. They will work under the supervision and guidance of PDA and DOA, providing technical and methodological training and capacity building. Their main clients are VEW and VAHW. However, CAF will as far as their time allows, also work directly with farmers, addressing their agriculture and livestock production, processing and marketing problems. They will act as the link of the LASED II farmer communities to the official public sector service providers in the areas. Where necessary, they will also assist in attracting outside service providers for the benefit of the community. CAFs will be recruited, managed and supported similarly as to CDFs.

4.3.2.7 Village Animal Health Workers (VAHW) and Village Extension Workers (VEW)

Identification of VEWs/VAHWs will be done facilitated by the project baseline study, determining local needs for specific services and support. VEWs/VAHWs will be selected and recruited through community meetings, which will be facilitated by PDA, CAF and CDF, and which will be participated by the project beneficiaries. They will be found from the innovative, creative and/or early adopter farmers. They are volunteers or are encouraged and chosen by projects or NGOs to be the catalysts in their communities. Their final selection and confirmation for the project will be done by the farming communities or the groups they are working with and for.

After their recruitment, training will be provided to them. The training method for these VEWs/VAHWs will be a blend of classroom type training (i.e. knowledge transfer), in-the-field practice or applied training (i.e. skill transfer) and field exposure, provided by PDA and where necessary and/or advisable by third party service providers/trainer. .

The VEWs/VAHWs, besides being involved in organizing, facilitating and running the FFS, will be encouraged to provide, with support and supervision of the project's CDFs, and CAFs, agricultural extension services to the project's core beneficiaries. The PDAs and DOAs will provide regular backstopping. Each VEWs/VAHWs will work with up to four groups each of which will have up to 15 project beneficiaries as members who may wish to form common interest groups. Groups will always be the entry point, and will allow for efficient work performance of the VEWs/VAHWs.

For VEWS, turning their functions into a sustainable, profitable service model often remains a challenge. In order to be able to continue their services after the project, the VEWs/VAHWs will have to charge a fee. Where they deal in agribusiness activities with the project beneficiaries, they can embed therein their service fees. Service charges are often included in product collection and marketing activities, sales of seeds and fertilizers, sales of animal feeds and vaccines, sales of propagative/plant materials and seedlings, and others. These embedded (hidden) charges can be considered after-sale service charges. However, they are charged right away at the time of sales. Such charges will allow the VEWs/VAHWs to provide extension service right

away at the point of sales or later on the farmers' fields after agro-inputs are used. The project will assist VEWs with advice to establish such viable business models and to continue services in their communities and communes.

4.3.2.8 Non-Agriculture Training and Capacity Building (Health, Nutrition, Community Building, etc.)

Provincial Departments will provide training and capacity building with the developed manuals to land recipients based on the identified needs and expressed wishes and in line with their technical mandate. Topics are expected to include gender training (MoWA), health (MoH), food security and nutrition (MRD, MoH, and PDA), savings and credit operations (PDA) etc. Support for the design of training and capacity building packages will be provided through line ministries. Additional support can be contracted, with consultants (private sector) or NGOs training government staff (TOT) or providing direct assistance to project beneficiaries. Content of training sessions should address the needs of beneficiaries and reflect experiences and good practices in Cambodia.

Training and capacity building providers will coordinate amongst themselves and with outside assistance present and active in the communities. Training and capacity building activities will be organized with the involvement of CDF and ADF.

If there are demands from project beneficiaries for learning of basic skills in constructions/building, the project could facilitate and fund such training courses. SLC recipients could register with SLCCC or VAB for such training and course would be consolidated in the annual plans. The project could organize such training and provide the trainees with certificate of training attendance which will help the trainees in finding non-farm and off-farm jobs easier and with better pay.

4.3.3 Establishment of Farmer-Managed Demonstration Plots and Model Farms

The Project will provide input package support for the model plot that the VEW/VAHW would like to establish and manage. This model plot will be part of the Farmer Field School and be used for training of the project's core beneficiaries. A maximum amount of the package for a model plot shall not exceed US\$ 300 for a period of three years. A VEW/VAHW shall be allowed to only establish and manage one model plot for any particular year, which means that the amount of the package for the year will not exceed US\$ 100. The provision of the input package will take place only after: (i) the VEW/VAHW has received the training, and (ii) a proper technical and financial feasibility plan to establish and manage the model plot is jointly prepared by the VEWs/VAHWs and the trainer/s. The VEWs/VAHWs together with provincial level trainers and/or training teams will be responsible for organizing and provide training around the activities on these model plots for the project's core beneficiaries (i.e. SLC recipients).

"Farmer Field Schools [Annex 8D], and Preliminary Model Plots and Input Support Packages" provides an overview of the most common and suitable topics/crops for FFs and model plots, including estimated costs and returns.

4.3.4 Provision of In-Kind and Cash Support to Strengthen Successful Local Initiatives

VEW and VAHW can be assisted with cash and/or in-kind support to establish the demonstration plots or activities used in FFS. FFS participants or other project beneficiaries who wish to take up these or other proven activities, can receive support for their intended investments. Funding for these initiatives can be accessed through the Community Fund for Development (CFD) in all project sites. The CFD will be accessible to established groups and individuals within these groups [See Section 4.3.5.4]. With the help of a facilitating agent these groups will be established and support can be channeled in cash or in-kind to them. While the support to establish demonstration plots and model farms is a grant to the receiving VEW or VAHW, the subsequent support for groups or individuals will be in form of a credit, provided by or to the group.

4.3.4.1 Farm Planning

Farmers will be encouraged to establish simple farm plans, including simple investment planning and analysis. The locally present CAF will work with farmers to establish these simple plans, which will also act as investment decisions when accessing funds from the CFD. PDA and GDA will provide the necessary technical skills and methodology to CAFs.

Through simple farm planning, beneficiaries will become familiarized with a managed *what, when, where and how* they do on their farm and fields. They will learn to estimate the cost of production and to calculate potential benefits through very simple income and expenditure calculations. Such simple analysis will be the basis for the application for and decision about support (credit) channeled from the CFD.

Farmers will only be able to capture optimum benefit from the market if they do understand how the market works and how to manage their respective farm enterprises or farm businesses. Therefore, they will also require capacity building in small agribusiness planning and management, and agricultural marketing. The project will fund training in these areas for them, should demand exist. Capacity building in these aspects will employ existing methodologies known as Farm Business School (FBS) and Farmer Marketing School (FMS) or Farmer-Trader Business Dialogue (FTBD), which were developed by MAFF and/or GDA and have been used successfully in many projects. Gender mainstreaming is always an integral part of both the FBS and FMS.

4.3.5 Establishment and Strengthening of Agriculture Cooperatives, Revolving Fund Groups¹⁴, Production and Marketing Groups and Other Community Interest Groups

In order that the project beneficiaries can have enough bargaining power in the market, they will be encouraged to organize and to work in groups. The Project will support the demand-driven establishment of community interest groups, which would take the form of revolving fund groups, production and marketing groups and other community interest groups with a social objective (nutrition, education, health) or an economic goal. Community interest groups and/or ACs are also expected to facilitate implementation of the “Healthy Livestock, Healthy Village, Better Life” program in their communities.

4.3.5.1 Revolving Fund Group (RFG)

4.3.5.1.1 What is Revolving Fund Group?

Revolving Fund Group (RFG) is just one type of Common Interest Groups (CIGs) or Farmer Organizations (FOs). Most frequently, but not always, CIG or FO starts out as a RFG, which is the basic building block in economic empowerment institution/constitution of the poor because it is always built on self-awareness, self-help and solidarity principles. The RFG can be considered a precursor organization to the more formal one legally recognized by the Royal Government of Cambodia (RGC), specifically cooperative, cooperative union, and cooperative alliance.

RFG applies the principle of strength through self-help and solidarity. An RFG is a group of people formed for helping each other by starting with their own resources¹⁵. To the extent possible, resources such as financial are mobilized through savings collected from members. An RFG could be like a mini-bank, owned and controlled by the members, when it comes to managing members' savings. These savings are generally for members' loans for both consumptions and investments.

¹⁴ The Revolving Fund Groups consist of Savings and Credit Revolving Fund Groups (SCGs) and Most Vulnerable Household Revolving Fund Groups (MVHGs) [see **section 4.3.5.1**].

¹⁵ Such resources may be either financial or non-financial; they include financial and social capitals and materials.

4.3.5.1.2 Cornerstone Principles of RF Group

Although support and assistance is needed for building institutions of the poor, the Royal Government of Cambodia and the World Bank (WB) have agreed to **seven basic principles (sapta sila)**, corresponding to best practices that will ensure that the institutions will become sustainable once established. These seven basic rules are presented hereunder.

Table 4: Seven basic rules for RFGs

Savings and Credit Groups (SCGs)	Most Vulnerable Households Groups (MVHGs)
1. Target population's needs for such institutions.	1. Target population's needs for such institutions.
2. Target population's understanding of advantages and disadvantages of such institutions.	2. Target population's understanding of advantages and disadvantages of such institutions.
3. Target population's agreement on requirements of and obligations/commitments to such institutions. Target population's confirmation of their voluntary memberships in the groups, and establishment of their group structures (see Section 4.3.5.1.2.2).	3. Target population's agreement on requirements of and obligations/commitments to such institutions. Target population's confirmation of their voluntary memberships in the groups, and establishment of their group structures (see Section 4.3.5.1.2.2).
4. Regular meetings, with appropriate basic records, of members.	4. Regular meetings, with appropriate basic records, of members and regular reporting on mutual in-kind assistance of members.
5. Regular savings and lending of members.	5. Regular lending (of RF from the project's seed grant) of members through group guarantee.
6. Timely repayments of loans by members.	6. Timely repayments of RF loans by members.
7. Proper bookkeeping and regular updates of books of accounts.	7. Proper bookkeeping and regular updates of books of accounts.

The advantages of following the seven basic rules by RFGs include:

- Trust among members and group cohesiveness will be built;
- Day-to-day needs of members will be explored and met;
- Uncertainties typical of poor households will be reduced;
- Both financial and social capitals will be built up;
- RFGs will qualify for seed grants from the project;
- RFGs will achieve high performance rating; and
- Attention of banks/MFIs will be activated/attracted (through financial literacy and basic financial management training, and the implementation of best practice bookkeeping).

When members come together to form an RFG, the seven basis rules should be discussed among themselves in detail, including the consequences of the absence of this set of basic principles.

4.3.5.1.2.1 Who will be members of RFG?

Primary beneficiaries of the earlier LASED have come from **IDPoor 1** and **IDPoor 2** groups of population. As such, LASED II will facilitate and support **two types of RFGs**. Each group will draw members from either IDPoor 1 or IDPoor 2 population. The two groups will include Savings and Credit RF Groups (SCGs), and the Most Vulnerable Household RF Groups (MVHGs). The SCGs and MVHGs will be, respectively, for IDPoor 1 and IDPoor 2 households. Distinguished characteristics of these two groups are presented below.

Table 5: Salient characteristics of RFGs

Main characteristics of the SCGs	Main characteristics of the MVHG
<ul style="list-style-type: none"> • Members represent their households; • Members also come from existing CIGs/FOs set up by the project in its original phase (i.e., original LASED); • Members share their thoughts, experiences and worries; • Members save very small amounts of money on a regular basis to build up a group fund.¹⁶ SCGs make loans to members from the group fund; • In addition to the group savings and credit activities, SCG members try to solve other problems together; and • Members elect office bearers (i.e., group leader, secretary and treasurer) among themselves for the effective functioning of the group. 	<ul style="list-style-type: none"> • Members represent their households; • Members come from most vulnerable households (e.g., female-headed, disabled, or indigenous people households); • Members share their thoughts, experiences and worries; • Members try to solve problems of the individual member households together and provide mutual in-kind support¹⁷; and • Members elect office bearers (i.e., group leader, secretary and treasurer) among themselves for the effective functioning of the group.

4.3.5.1.2.2 How will RFG be established?

A. Organizational functions and structure of RFG

The organizational structure of each RFG is defined in the group’s by-laws (see **Section 4.3.5.1.2.3**). However, most RFGs will share certain basic elements: a general congress (comprising all of the members of the RFG), a management committee (comprising the office bearers), and RFG members. All members together form the RFG general congress, and elect their office bearers, who serve to represent the RFG and are accountable to the general congress. The establishment of the RFG will be facilitated by CDFs and/or CAFs. The CDFs and/or CAFs will provide regular support to and conduct regular follow-up with the RFG. The diagram below depicts the dynamics within an RFG.

¹⁶ Mobilization of savings from members lies at the core of SCGs. These funds allow SCGs to make loans to members to address certain livelihood needs of the individual member households. However, some needs are beyond the capacity of groups to address by themselves. The project will provide seed grants (as working capital assistance) to groups for RF when they have built up their own savings and facilitate their linkage with banks/MFIs, where possible, for their access to additional credit.

¹⁷ The project will provide seed grants (as working capital assistance) to groups for RF to the group members based on "group guarantee" when they are strong enough demonstrated by (i) group regular meeting with appropriate basic records, (ii) trust among group members and group cohesiveness, and (iii) capacity of group management members (i.e., office bearers). The RF will let MVHGs make loans to members to address certain livelihood needs of the individual member households. The project will try to facilitate their linkage with banks/MFIs, where possible, for their access to additional credit.

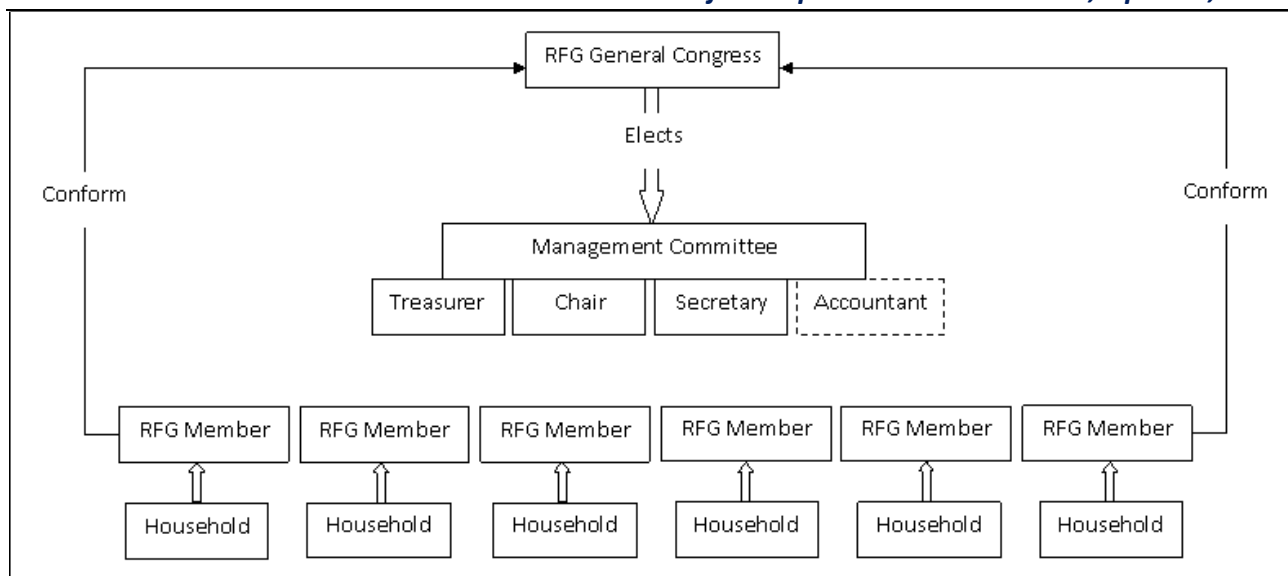


Figure 3.1: Potential RFG organizational structure

This diagram shows the RFG general congress as the ultimate authority in the RFG. It elects the management committee, which manages the affairs of the group. The management committee may comprise three or four office bearers: a Chair, a Treasurer, a Secretary and/or a Bookkeeper. This committee is accountable to the RFG general congress. Households participate in the RFG through a representative household member (preferably a woman). RFG members are expected to conform to norms agreed upon by the RFG general congress.

The office bearers should not exert power over group members or control the group. Power should be shared by all members equally, as members of the RFG general congress.

B. Brief Overview of the Process of RFG Formation

The RFG formation process follows critical **seven steps**. The process is briefly outlined in the table below. Details are contained in the Community Operation Manual (COM).

Table 6: Steps of RFG formation

Step	Activity for SCG	Activity for MVHG
1	Needs for capital and interest in SCG are assessed.	Needs for capital and interest in MVHG are assessed.
2	Awareness and understanding of (a) advantages and disadvantages of SCG, and (b) obligations and requirements of SCG are raised.	Awareness and understanding of (a) advantages and disadvantages of MVHG, and (b) obligations and requirements of MVHG are raised.
3	An SCG is established.	An MVHG is established.
4	Capacity building in necessary skills (such as group building, facilitation, group management and governance, financial literacy, and farm enterprise planning and marketing) is provided.	Capacity building in necessary skills (such as group building, facilitation, group management and governance, financial literacy, and farm enterprise planning and marketing) is provided.
5	A group's bank account with a bank/MFI is opened, and books and transaction records are fully audited by CAFs/CDFs.	A group's bank account with a bank/MFI is opened and the first tranche of the seed grant from the project is disbursed upon group guarantee when (a) trust and cohesiveness

		within the group, and (b) capacity of management members are assessed and assured. The subsequent tranches are subject to group guarantee and good performance with regular oversight of CAFs/CDFs.
6	The first tranche of the seed grant from the project is disbursed when the group is strong enough as evidenced by (a) regular and timely savings and repayment of loans from and interest on group savings, (b) good bookkeeping and financial record keeping, and (c) bank/MFI's reference reports (e.g., financial statement reports), and when the group's current capital, inclusive of savings and interest earned comprises 20 percent of the first tranche. The second tranche is disbursed when the group capital, excluding the first tranche, reaches 30 percent of the second tranche. The final tranche is disbursed when the group capital, excluding the first and second tranches, reaches 50 percent of the final tranche. Oversight is regularly performed by CAFs/CDFs and hands-on capacity building is provided.	Regular oversight and hands-on capacity building from CAFs/CDFs continue, and books and transaction records are audited at least by CAFs/CDFs, but preferably by a bank/MFI. Bank/MFI's reference reports (e.g., financial statement reports) will be the best option.
7	Formalization and graduation of SCGs (into cooperatives and/or cooperative unions).	Formalization and graduation of MVHGs (into cooperatives and/or cooperative unions).

4.3.5.1.2.3. Group By-laws and Internal Rules

(b) What are the by-laws?

All of the decisions the members reach, about how their group will be managed, are set out in the by-laws. The by-laws are based on agreement among group members and set out what is expected from them and what they can expect to receive from the group. Only the members can change the by-laws, by voting.

(c) How are the by-laws developed?

The development of the by-laws and internal rules and regulations is the centerpiece of institution building. It is important to include different ideas from among group members on rules and to facilitate processes that should benefit people with different ideas. This can be time-consuming, but, unfortunately, there are no shortcuts. The by-laws cannot be handed down. They have to be developed and discussed internally as this is essential to ownership, and, thus, sustainability. This means that different groups may have different texts of their respective by-laws.

Special training should be organized for women and illiterate persons to give them confidence in participating in the development process on the group by-laws. It is important that everybody knows about the importance of the by-laws, their role in the governance of the organization and how they help to ensure inclusiveness, transparency and accountability.

(d) What would be the contents of the by-laws?

The by-laws are likely to include the following main topics:

- Group vision, mission, and objectives;
- Membership criteria and conditions;

- Organizational structure and management and office bearers;
- Roles and responsibilities;
- General congress and election process;
- Rules for savings;
- Rules for loans;
- Bookkeeping and recording;
- Meeting process and rules; and
- Ratification and amendments of the by-laws.

4.3.5.1.2.4 How Are RFG Activities Implemented?

The process for further implementation, once the RFGs are formed, is shown in the table below:

Table 7: RFG activity implementation process

Step	Activity for SCG	Activity for MVHG
1	Basic management training for members on group building, facilitation, management and governance, and financial literacy.	Basic management training for members on group building, facilitation, management and governance, and financial literacy.
2	Regular meetings with appropriate basic records.	Regular meetings with appropriate basic records.
3	Start of saving activities.	Group commitment to mutual assistance as evidenced by existence of group activity calendars and actual implementation (supported by basic reports based on a report form).
4	Opening of the group's bank account.	Training on small/petty business planning and marketing.
5	Inter-lending and loan recovery assessment.	Preparation of BLIPs by group members.
6	Training on small/petty business planning and marketing.	Self-assessment of the group after rules for eligibility for seed grants has been studied.
7	Preparation of BLIPs by group members.	First performance rating by the project.
8	Implementation of BLIPs funded by the group's own savings.	Application for a seed grant based on Step 7.
9	Self-assessment of the SCG after rules for eligibility for seed grants has been studied.	Opening of the group's bank account.
10	Performance rating by the project.	MVHG receives a seed grant – first tranche.
11	Application for a seed grant based on Step 8.	Group members fully implement BLIPs.
12	SCG receives seed grant – first tranche.	Inter-lending and loan recovery assessment.
13	Group members fully implement BLIPs.	Second performance rating by the project.
14	BLIPs are reviewed and SCG receives second tranche of the seed grant.	BLIPs are reviewed and MVHG receives second tranche of the seed grant.
15	BLIPs are reviewed and SCG receives the final tranche of the seed grant.	BLIPs are reviewed and MVHG receives the final tranche of the seed grant.
16	Initiation of discussions on formation of or participation in cooperatives/cooperative unions.	Initiation of discussions on formation of or participation in cooperatives/unions.
17	SCG graduation into a cooperative.	MVHG graduation into a cooperative.

4.3.5.1.2.5 Group Meetings

(e) At which interval will RFG meet?

Each RFG is expected to have meetings on a designated day at a designated time. Meetings should be held at each member’s home in rotation or at a public place. Ideally, groups will meet once a week or twice a month. The RFG will decide on the regularity and flexibility of their meeting rules, which could be adjusted, for example, to the seasonal work schedules and patterns of its members.

During meetings, members may sit in a circle so that they can see each other and interactions and transactions in the meetings are visible to everyone. At least for the initial group meetings, CDF should be invited to join and if necessary facilitate the meetings.

(f) What would be the ideal meeting process?

The process of a typical meeting is as follows.

Table 8: Meeting process of RFG

For SCGs	For MVHGs
<ol style="list-style-type: none"> 1. The treasurer collects savings from members. The savings amount is fixed and all members will save equally. If any member failed to save in one or more previous meetings, he/she will deposit the missed savings as well as the current meeting’s savings amount. The bookkeeper records the transactions in the savings book of the SCG as well as in individual members’ passbooks. Information on savings made in the current meeting and cumulative savings is made available to all the members. 2. The SCG members repay loans (from either group’s savings or seed grants) according to their repayment schedules, and the treasurer collects repayments. The bookkeeper records these transactions in the SCG loan book and members’ passbooks. 3. The group fund (savings, seed grants and repayments) are used only for internal lending. The bookkeeper records the details of loan disbursement to members in the SCG loan book as well as in members’ passbooks. The treasurer then disburses the loan amounts to members. 4. Members discuss sanctions for poor loan repayment, credit delivery and social development activities. Any decisions made on these issues or other resolutions passed, if any, should be recorded in the minute book while the meeting is in progress. 5. The chair read out the decisions and resolutions reached to the group members before the meeting ends. 	<ol style="list-style-type: none"> 1. When members are not able to have savings, they can be committed to helping each other in certain activities in-kind (e.g., they can share labor with recorded time spent for each other to achieve certain farming tasks, and the tasks completed are recorded, and checked; they can lend and borrow tools among themselves to do certain works and the works achieved are recorded, and checked). A report form for this shall be developed and used. 2. <i>Once the groups receive seed grants</i> from the project, they can start group savings, and thus treasurer is to collect savings from members. The savings amount is fixed and all members will save equally. If any member failed to save in one or more previous meetings, he/she will deposit the missed savings as well as the current meeting’s savings amount. The bookkeeper records the transactions in the savings book of the MVHG as well as in individual members’ passbooks. Information on savings made in the current meeting and cumulative savings is made available to all the members. 3. The MVHG members repay loans (from either group’s savings or seed grants) according to their repayment schedules, and the treasurer collects repayments. The bookkeeper records these transactions in the MVHG loan book and members’ passbooks. 4. The group fund (savings, seed grants and repayments) are used only for internal lending. The bookkeeper records the details of loan disbursement to members in the MVHG loan

<p>6. The bookkeeper reads out the transactions that took place during the meeting. The meeting ends.</p> <p>7. All books of the SCG are handed over to the treasurer for safekeeping; it is the responsibility of the treasurer to safeguard the group's books and cash. Amount of cash on hand shall be specified and defined; the amount exceeding this amount shall be deposited in the group's bank account no later than the next day prior to the bank's closing time.</p>	<p>book as well as in members' passbooks. The treasurer then disburses the loan amounts to members.</p> <p>5. Members discuss sanctions for poor loan repayment, credit delivery and social development activities. Any decisions made on these issues or other resolutions passed, if any, should be recorded in the minute book while the meeting is in progress.</p> <p>6. The chair read out the decisions and resolutions reached to the group members before the meeting ends.</p> <p>7. The bookkeeper reads out the transactions that took place during the meeting. The meeting ends.</p> <p>8. All books of the SCG are handed over to the treasurer for safekeeping; it is the responsibility of the treasurer to safeguard the group's books and cash. Amount of cash on hand shall be specified and defined; the amount exceeding this amount shall be deposited in the group's bank account no later than the next day prior to the bank's closing time.</p>
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Experience in Cambodia and other countries have led to the following principles of best practices, respectively, for SCGs and MVHGs. Many of them can be incorporated in the group by-laws and internal rules.

Table 9: Principles of best practices for RFGs

Principles of best practices for SCGs	Principles of best practices for MVHGs
<ul style="list-style-type: none"> Group membership should not exceed 30. 	<ul style="list-style-type: none"> Group membership should not exceed 30.
<ul style="list-style-type: none"> Members should elect their leader, secretary, treasurer and/or bookkeepers through consensus (100% agreement). 	<ul style="list-style-type: none"> Members should elect their leader, secretary, treasurer and/or bookkeeper through consensus (100% agreement). Even they are not able to have savings and lending activities prior to receiving the project's seed grants, treasurer and/or bookkeeper have to be ready.
<ul style="list-style-type: none"> There should be periodical (once a year) rotation of the office bearers. 	<ul style="list-style-type: none"> There should be periodical (once a year) rotation of the office bearers.
<ul style="list-style-type: none"> Groups should be encouraged to meet frequently (weekly if possible). 	<ul style="list-style-type: none"> Groups should be encouraged to meet frequently (weekly if possible).

<ul style="list-style-type: none"> • Groups should make all their decisions in group meetings through a democratic process and by consensus. 	<ul style="list-style-type: none"> • Groups should make all their decisions in group meetings through a democratic process and by consensus.
<ul style="list-style-type: none"> • SCGs should standardize their meeting process. This will ensure rapid replication of the program, rating of SCGs will become much easier, and the credibility of the SCGs will be enhanced. Flexibility is possible if members may decide according to seasonal work schedules. 	<ul style="list-style-type: none"> • MVHGs should standardize their meeting process. This will ensure rapid replication of the program, rating of MVHGs will become much easier, and the credibility of the MVHGs will be enhanced. Flexibility is possible if members may decide according to seasonal work schedules.
<ul style="list-style-type: none"> • As part of the standardized meetings, each group may develop and institutionalize its own “bonding exercise” and apply it before the commencement of each group meeting. 	<ul style="list-style-type: none"> • As part of the standardized meetings, each group may develop and institutionalize its own “bonding exercise” and apply it before the commencement of each group meeting.
<ul style="list-style-type: none"> • Members should be encouraged to save more – fixed savings only. However, members of respective groups may decide on the weekly/fortnightly savings contributed by the members to the groups based on the ability of the poorest members to mobilize savings. 	<ul style="list-style-type: none"> • <i>Once the groups receive seed grants</i> from the project, members should be encouraged to save as much as possible – fixed savings only. However, members of respective groups may decide on the weekly/fortnightly savings contributed by the members to the groups based on the ability of the poorest members to mobilize savings.
<ul style="list-style-type: none"> • Group members should decide on the amount of savings contributed by the members to the group (every week or every two weeks) based on the ability of the poorest members to save. The level of savings in the group should be fixed and equal for all members, but groups should be encouraged to increase their level of savings when possible. 	<ul style="list-style-type: none"> • Group members should decide on the amount of savings contributed by the members to the group (every week or every two weeks) based on the ability of the poorest members to save. The level of savings in the group should be fixed and equal for all members, but groups should be encouraged to increase their level of savings when possible.
<ul style="list-style-type: none"> • Groups should conduct all transactions in group meetings only, and all transactions of the meetings should be read out to the groups before the meetings close. At the end of each meeting, the treasurer should check that the closing cash balance tallies with the actual cash on hand. 	<ul style="list-style-type: none"> • Groups should conduct all transactions in group meetings only, and all transactions of the meetings should be read out to the groups before the meetings close. At the end of each meeting, the treasurer should check that the closing cash balance tallies with the actual cash on hand.
<ul style="list-style-type: none"> • Groups should impose fines on members who are absent at and late comers to the group meetings and defaulters as a deterrent to others to ensure the sustainability of the groups. Each group should decide on its own standards for fines through consensus within the group. 	<ul style="list-style-type: none"> • Groups should impose fines on members who are absent at and late comers to the group meetings and defaulters as a deterrent to others to ensure the sustainability of the groups. Each group should decide on its own standards for fines through consensus within the group.
<ul style="list-style-type: none"> • SCGs should not lend to non-members, even though they may be tempted to do so to generate capital for the groups. SCGs’ funds should only be used for the benefit of group members. 	<ul style="list-style-type: none"> • MVHGs should not lend to non-members, even though they may be tempted to do so to generate capital for the groups. MVHGs’ funds should only be used for the benefit of group members.
<ul style="list-style-type: none"> • Each group should decide on the minimum cash balance to be maintained with the treasurer for emergencies as well as the maximum cash balance. Any surplus cash 	<ul style="list-style-type: none"> • Each group should decide on the minimum cash balance to be maintained with the treasurer for emergencies as well as the maximum cash balance. Any surplus cash

should be deposited in the bank account of the group.	should be deposited in the bank account of the group.
<ul style="list-style-type: none"> The bookkeeper should not handle cash during or outside of meetings. 	<ul style="list-style-type: none"> The bookkeeper should not handle cash during or outside of meetings.
<ul style="list-style-type: none"> An SCG's account book should be in the custody of the treasurer or, in the absence of the treasurer, the group chair or secretary. The books should not be in the custody of the bookkeeper or other members. 	<ul style="list-style-type: none"> An MVHG's account book should be in the custody of the treasurer or, in the absence of the treasurer, the group chair or secretary. The books should not be in the custody of the bookkeeper or other members.
<ul style="list-style-type: none"> Reconciliation of the group's bank book and its bank account should be done once a quarter. 	<ul style="list-style-type: none"> Reconciliation of the group's bank book and its bank account should be done once a quarter.
<ul style="list-style-type: none"> Each group should decide on rules for the admission of new members and withdrawal or termination of old members with regard to their savings and returns on savings. 	<ul style="list-style-type: none"> Each group should decide on rules for the admission of new members and withdrawal or termination of old members with regard to their savings and returns on savings.
<ul style="list-style-type: none"> If there are any disputes among members, whether financial or non-financial, they should be friendly discussed in a meeting of the group. If the group fails to find an amicable solution in the meeting, the matter may be referred to the commune councils, and/or cooperatives/cooperative unions. 	<ul style="list-style-type: none"> If there are any disputes among members, whether financial or non-financial, they should be friendly discussed in a meeting of the group. If the group fails to find an amicable solution in the meeting, the matter may be referred to the commune councils, and/or cooperatives/cooperative unions.
<ul style="list-style-type: none"> SCGs should collectively develop a common monthly report to submit to their cooperatives/cooperative unions as well as to the project. 	<ul style="list-style-type: none"> MVHGs should collectively develop a common monthly report to submit to their cooperatives/cooperative unions as well as to the project.
<ul style="list-style-type: none"> Each SCG should get its account audited once a year. 	<ul style="list-style-type: none"> Each MVHG should get its account audited once a year.
<ul style="list-style-type: none"> The project should establish a call centre to redress grievances of community members. 	<ul style="list-style-type: none"> The project should establish a call centre to redress grievances of community members.

4.3.5.1.2.6 Savings

(a) How much would be the ideal savings amount?

For CSGs, members have to decide on the savings amount themselves; it should be based on the ability of the poorest members to save regularly.

The same shall apply to MVHGs once they start savings upon receiving the seed grants from the project. They shall be encouraged to start saving even before they receive the seed grants.

(b) How are the members' savings treated in books of accounts?

Members' savings can be thought of as their contribution to the SCG's capital. Initially, at least, it is not expected that they will withdraw the savings or be paid interest or dividends; though in later years members may expect a return on their investment. It is recommended that all members save the same amount in each meeting, to be consistent with the principle of equity and to avoid conflicts that might arise in the

future if some members felt they owned greater shares in the group than others did. The same shall apply to MVHGs once they start savings.

(c) What is the process of savings collection in the meeting?

In each group meeting, the treasurer will collect individual savings from all members, including the office bearers, and the bookkeeper will record these transactions in the savings book of the RFG (see **Section 4.3.5.1.2.8** below). The bookkeeper will also record these transactions in members' passbooks.

(d) What is the process for savings withdrawal?

Withdrawing is generally not allowed. For any specific reason, say migration, if the member wants to withdraw her/his savings, she/he has to clear her/his liabilities with the RFG first. The RFG may follow the procedure as described below:

- (1) Arrive at member's savings – refer to savings book;
- (2) Arrive at surpluses/retained earnings/profits with the RFG (optional for new RFGs);
- (3) Arrive at member's share in retained profits;
- (4) Add her/his savings and her/his share in retained profits;
- (5) Adjust the above amount against her/his liabilities (if any);
- (6) Pay the remaining amount to her/him; and
- (7) Record these transactions in books of accounts.

4.3.5.1.2.7 Credit/Loan management

(a) What is the process to be followed while giving loans to members?

Groups should decide for themselves how they want to give credits or make loans to members. Most groups will want to allow members to borrow small amounts for short periods to address immediate livelihood needs, in addition to larger amounts for more long-term investments. The RFG members have to decide in a meeting the rate of interest to be charged to the members based on the **RFG cost of funds and prevailing rate in the credit market**.

(b) What are the purposes for which small short-term credits/loans be given?

Small, short-term credits/loans may be for such things as seed purchase, labor hire, etc. and borrowers may be expected to repay them in just a few weeks. When funds are short and demand is high, members will have to give priority based on exigency and the poverty status of the members. The source of funds for small, short-term borrowing is the funds generated through members' savings. This is applicable for SCGs in early stage.

For MVHGs, such credits/loans will be given only when members start savings following the provision of the seed grants from the project. However, if they could start saving before getting the seed grants – and this shall be encouraged – borrowing and lending from within the groups can begin early too.

(c) What is the ideal rate of interest?

Initially, groups are not expected to pay interest or dividends to members on their savings, so the RFGs could potentially use this money to make loans to members and build its capital base. RFGs should charge prevailing rate of interest in the market. However, from experiences, the RFGs are likely to charge interest between 1% and 3% per month on small loans to members.

(d) How are the small loans repaid?

Loan repayment period for small loans need not exceed 12 months. It could be paid back in a few repayments (i.e., declining repayments), or a single large repayment (i.e., balloon repayments) at the end of the loan period provided the loan is to be repaid within 3 months.

(e) What are the purposes for which large long-term credits/loans be given?

Members may take larger loans for farm investment or investment in income generating activities or other investments that involve a considerable gap before repayment can be made. It is expected that such loans will be made using the project's seed grants initially and later using funds borrowed by the RFGs from banks/MFIs.

(f) Does a member need to plan before availing large credit/loan?

Members should understand whether cash flows after such investments would permit them to pay installments when they are due. Therefore, members should be encouraged to prepare household's **Basic Livelihood Investment Plans (BLIPs)**, which are described in **COM**. BLIPs submitted by the members should be thoroughly discussed in the group, so that the group can give feedback to improve the plan and check the plan's viability. The group will aggregate individual BLIPs to develop a consolidated plan of the RFG, called a **Group Investment Plan (GIP)**. The GIP will be submitted to the project for a seed grant or later to the cooperatives/cooperative unions or banks/MFIs for loans.

(g) What would be the rate of interest for large credits/loans?

The seed grant might be a zero cost fund to the RFG, and the RFG can afford to charge low interest rates on credits/loans from the fund. Many investments may not sustain with huge costs. Therefore, the RFGs might restrict the rate of interest on credits/loans to 1% per month; the rate should probably not exceed 2% per month in any case – this translates into 12-24% per annum. However, going market interest rates might be charged from the RFG members if reasonable and acceptable. When groups get loans from banks/MFIs for the members, they will need to charge rates on credits/loans to members that can cover the costs of the funds.

(h) What would be the repayment period for large credits/loans?

The repayment period (or number of monthly installments) for long-term loans may be calculated based on the cash flow of the BLIP. Ideally, the repayment amount should not exceed 50% of the final/net cash flow. The positive cash flow reflects the surplus money available in the hands of the RFG member. The member can use this money to repay the credit/loan. Ideally, 50% of this surplus should be used for improving the quality of life or for the creation of additional assets and 50% for repayment of the credit/loan. Based on the cash flow of the member, the repayment period should be fixed in such a way that she/he can use at least 50% of the surplus cash for her/his family's needs.

4.3.5.1.2.8 Rules for Savings and Credits/Loans

(a) What considerations should the group make while developing rules for savings and credits/loans?

Following guiding questions are useful to ask:

- (1) When to save and how much?
- (2) Should all members save the same amount every week, two weeks, or month?
- (3) Can members make installments in advance, or lump-sum contributions?
- (4) If a member fails to make a weekly installment, can she/he make a commitment to paying later?
- (5) Where should the money be kept?

- (6) Who is responsible for keeping the money safe?
- (7) How much interest should be charged on credit/loan?
- (8) What will the interest be used for?
- (9) What are the terms for repayment of credit/loan?
- (10) What are the penalties for late or non-repayment?
- (11) How much money is to be kept in the group for emergencies? What are the emergencies?

For the group to function well, all members must respect the rules. They need to make these rules in a group so that they all understand, accept, apply and enforce them.

(b) What could be the rules related to savings, lending and repayment?

Although each group should come up with its own rules, sample rules for savings, lending and repayment is given here for facilitators to keep in mind when helping RFGs develop their own rules.

Rules related to savings:

- Each group member will save "... Khmer Riel each week.
- This amount will increase by "...%" each year. The amount of savings should not remain the same for too long, as the purchasing power of bank notes decreases over time.
- If a member fails to save in a given meeting, the amount must be contributed within one month. If the member has not done this after one month, she/he must leave the group.
- When a member leaves the group, her/his savings are paid back. No interest will be paid on the savings.

Rules related to lending and repayment:

- Lending will commence after "... months if savings are stable and regular and if each member has saved at least "... Khmer Riel for SCGs. For MVHGs, lending will begin once eligible criteria are completely assessed and seed grants are provided. (In either case, this may be approximately six months after the first RFG meeting.)
- Loans will be for 3 months, 6 months, 9 months or 12 months.
- Interest will be paid on credits/loans at a flat rate of "...%" per month. (The rate may be 1%–3%, to be decided by the group members among themselves.)
- Group members apply for credits/loans during the weekly meeting, stating the purpose of the credits/loans, the amount of money required, and the proposed term of the credits/loans (3, 6, 9 or 12 months). Other group members give their opinions and vote to approve or disapprove of the credits/loans.
- Credits/loans are given without any collateral in the case of SCGs. Group guarantee is required in the case of MVHGs.
- Credits/loans will normally be for production purposes, i.e. related to income-generation activities, not for consumption, especially when sourced from the seed grants.
- Terms and conditions of a credit/loan will be set out in a small contract.
- A credit/loan can be repaid in full at the end of the contract period (for 3 months loans), or they can be repaid in installments. However, interest will be calculated on the full loan period.
- The borrower may ask for an extension of one month with/without penalty of a 1% increase in the monthly interest rate for that extension only.
- The borrower must repay the credit/loan, no matter how long it takes. The borrower may not take out another credit/loan until the debt is settled.
- A borrower who cannot repay the loan may remain in the group and continue to contribute at least the set amount of savings at every meeting. Half of this savings contribution is used to repay the debt.

- The RFG will need to minimize risks of loss of funds by circulating [loaning] their financial capital within the group. The money belongs to all the members in the group, so all the members in the group should make sure that their group savings are put to good use and that the borrower will return the money to the group savings – with interest, which is a profit for the whole group.
- When the group lends money to the members all the members have to explore if the purpose of the credit/loan is good or not. The members want to protect their savings and the seed grants. They will want to know if the proposed investment activities (the purpose of the credit/loan, the amount of money and the length of time for the credit/loan) are feasible, profitable and marketable. These questions will be addressed during the development of the BLIP, which will result in the formulation of investment activities that enhance livelihoods.

4.3.5.1.2.9 Bookkeeping

(a) Why is bookkeeping important for self-management of RFGs?

Bookkeeping is an important function in the self-management of RFGs and their cooperatives/cooperative unions, for a number of reasons:

- (1) Recording of transactions ensures transparency, enforces accountability, and enables members to understand the transactions.
- (2) Recording of group decisions and resolutions will guide the group in implementing such decisions and resolutions with fairness.
- (3) Bookkeeping will help in assessing the financial status of the group as well as that of members.
- (4) Bookkeeping makes rating possible and enhances the creditworthiness of the group; this will be important if the group wants to access formal financial institutions.

To help group members understand bookkeeping, the facilitators can ask following questions:

- (1) Why do we need to record and keep books?
- (2) What are the advantages of records?
- (3) What needs to be recorded?
- (4) Who will record what?
- (5) On what occasions shall records be made?
- (6) Who should keep which records?
- (7) How will the records be kept?
- (8) Where will the records be kept?

(b) What types of books are maintained by RFGs?

RFGs are likely to have the following books¹⁸:

- (1) Attendance and meeting minutes' book;
- (2) Savings book;
- (3) Ledger for recording small credits/loans;
- (4) Loan book (includes loan terms and conditions, repayment schedule, and member loan accounts);
- (5) Cash book;
- (6) Bank book; and
- (7) Individual passbook for each member to keep track of her/his own transactions.

¹⁸ The development of the bookkeeping system for RFGs poses a challenge to the facilitators, since many RFG members are likely to be illiterate or have only modest reading, writing and/or numeric/arithmetic skills. Facilitators should explore ways to make the books simpler and more visual (in particular the individual passbooks) so that illiterate members can fully understand and access the information recorded in them. The facilitators may also explore with illiterate RFG members how more literate family members can help them keep their individual records.

Examples of these books are given below.

- (1) **Attendance and meeting minutes' book:** The book has two sections, one for recording attendance at meetings and the other for recording minutes of the meetings. Groups can develop their own formats for the book. In each meeting, names are called out and attendance marked in the attendance section in the book. The minutes' section is the heart of an RFG; it is used to document the proceedings of each group meeting – this is the main book in which all transactions, decisions and resolutions are recorded by the bookkeeper. The by-laws, internal rules, and other group rules may be written in the first part of the attendance and minutes' book and a few pages may be left blank so that any new rules or amendments can be added.

- (2) **Savings book:** A sample format for the RFG savings book is shown below:

Table 10: Example of RFG savings book format

Member's name	Previous savings (outstanding), Khmer Riel	Savings in the present meeting, Khmer Riel	Savings withdrawal (if any), Khmer Riel	Balance on deposit, Khmer Riel
			Total Group Savings	

- (3) **Ledger for recording small loans:** A sample ledger for recording small loans is given below:

Table 11: Example of ledger for recording small loans

Date of loan	Amount, Khmer Riel	Purpose	Number of installments	Due date for repayment	Date of actual repayment	Amount repaid (principal + interest), Khmer Riel	Amount overdue (principal + interest), Khmer Riel	Loan Balance, Khmer Riel	Signature of the member

- (4) **Loan book:** Large loans should be recorded in the group's loan book. The loan book should include a section where members can sign to acknowledge the terms and conditions under which the RFG has sanctioned their loans; a sample is given below:

Table 12: Example of loan terms and conditions [in Khmer Riel currency]

Member's name	Purpose
	Soy bean enterprise

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Spouse's name		Rate of Interest	2% Per month/24% per annum
Loan amount	1000000 Riel	Installment amount	6116 Riel
Date of loan	1/1/15	No. of instalments	20

Thumbprint/Signature of the Member: _____

Signature of Group Leader: _____ Signature of bookkeeper: _____

The repayment schedule indicates how much the borrower must repay and when; the borrower needs to have her/his own copy. The facilitators will need to explain in a simple manner the calculations made in this table. Hereunder is a sample:

Table 13: Example of repayment schedule [in Khmer Riel currency]

<i>Date of Instalment</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>	<i>Loan Balance</i>
1/1/2015				100000
1/2/2015	4116	2000	6116	95884
1/3/2015	4198	1918	6116	91686
1/4/2015	4282	1834	6116	87404
1/5/2015	4368	1748	6116	83037
1/6/2015	4455	1661	6116	78582
1/7/2015	4544	1572	6116	74038
1/8/2015	4635	1481	6116	69403
1/9/2015	4728	1388	6116	64675
1/10/2015	4822	1294	6116	59853
1/11/2015	4919	1197	6116	54935
1/12/2015	5017	1099	6116	49918
1/1/2016	5117	998	6116	44800
1/2/2016	5220	896	6116	39581
1/3/2016	5324	792	6116	34257
1/4/2016	5431	685	6116	28826
1/5/2016	5539	577	6116	23287
1/6/2016	5650	466	6116	17637
1/7/2016	5763	353	6116	11874
1/8/2016	5878	237	6116	5996
1/9/2016	5996	120	6116	0

The repayment schedule corresponds to **equated monthly installments (EMI)**, which means the amount repaid is constant throughout the repayment period even though the principal and interest keep varying every month. The principal repayment is less and interest payment is more in the beginning and vice versa at the end. It is easy for the RFG member to remember the installment amount because it remains the same throughout the repayment period, but difficult to arrive at this figure. A calculator or computer is needed to arrive at this figure. Some mobile phones are also equipped to calculate this amount, wherein one has to feed the loan amount, number of installments and rate of interest to get the EMI.

The interest is calculated by multiplying the loan balance from the previous line by the interest rate. The total is the principal plus the interest, and the loan balance is the loan balance from the previous line minus the principal from the current line.

In the loan book, there should also be one section for each member where her/his loans and repayments are recorded (the member's loan account). A sample is given below:

Table 14: Example of loan account for a member [in Khmer Riel currency]

<i>Date</i>	<i>Particulars</i>	<i>Debit</i>	<i>Credit</i>	<i>Balance</i>
1/1/15	Loan disbursed	1000000		1000000
31/1/15	Interest	2000		1002000

1/2/15	Repayment		6116	95884
28/2/15	Interest	1918		97802
1/3/15	Repayment		6116	91686

- (5) **Cashbook:** The cashbook is the record of all cash transactions in the meeting. The bookkeeper will record savings collected, loan repayments, loan disbursements, cash withdrawn from the bank, cash deposited in the bank and any other payments and receipts, and arrive at the closing cash balance. A sample format for the cash book is given below:

Table 15: Example of cashbook [in Khmer Riel currency]

<i>Receipts (Cash)</i>	<i>Amount</i>	<i>Payments (cash)</i>	<i>Amount</i>	<i>Closing Balance</i>
				2500
Savings	10000			12500
Loan Repayment	15000			27500
Cash withdrawal from the bank	50000			77500
		Loan disbursement to members	50000	27500
		Loan repayment to Bank	27000	500

- (6) **Bankbook:** The bankbook is used to record transactions such as cash deposited into the group’s bank account or withdrawal from it and loans from banks/MFIs credited to the group’s savings account. A sample format for the bank book is given below:

Table 16: Example of bankbook [in Khmer Riel currency]

<i>Deposit</i>	<i>Amount</i>	<i>Withdrawal</i>	<i>Amount</i>	<i>Balance</i>
				50000
New loan sanctioned by the bank/MFI	500000			550000
Cash deposited in Bank/MFI	30000			580000
		Loan repayment by RFG to bank/MFI (transfer to loan account)	80000	500000
		Cash withdrawal from Bank/MFI	400000	100000

- (7) **Members’ passbooks:** Each RFG member owns a “member’s passbook” containing personal and individual records organized into three sections, namely savings records, loan and repayment records, and family information of the member.

Table 17: Example of member Passbook

Currency		No.	
Name of holder			

Financial Management	Seed grants
	Bank/MFI loans
	The importance of regular and timely repayment
	Rotation of available funds
	Financial literacy
Unionization	The importance of cooperative/cooperative union establishment
	Objectives of cooperatives/cooperative unions
	The cooperative/unionization process
	Roles and responsibilities of cooperatives/cooperative unions
	cooperatives/cooperative unions and external linkages and partners
Bookkeeping	What is bookkeeping?
	The importance of bookkeeping
Social Accountability	Community scorecard
	Complaint handling

4.3.5.1.2.11 Group Graduation Process

(d) What is graduation process?

RFG graduation refers to an organizational process of initiating RFG, developing its institutional, social, financial, marketing and entrepreneurial and other skills and capabilities until it becomes, over time, a mature and formal community-based organization such as RFG that is able to provide efficient and effective services to its members and actively participates in the local development process.¹⁹

(e) What are the elements in graduation process?

The first and the foremost element in RFG graduation is adhering to the seven basic principles (*sapta sila*) of the RFG. With the seven basic rules as the base, RFGs have to undergo the following for their graduation into mature RFGs:

- (1) Trainings on: (a) RFG Norms, (b) Decision Making, (c) Leadership, (d) Financial Management, and (e) Meeting Processes, etc.
- (2) Planning, Vision and Cohesiveness amongst the members.
- (3) Practicing RFG Norms, Meeting Processes, Accountability and Transparency.
- (4) Rating based on the seven basic rules and governance.
- (5) Community level investment planning process – including household BLIPs of individual RFG members.
- (6) Sensitivity towards understanding and dealing with social issues amongst the members and other RFGs.
- (7) Efficient management of the seed grants given by the project.
- (8) Promoting RFGs to local authorities, businesses, and development agencies.
- (9) Borrowing from banks/MFIs for the credit needs of the members and timely repayments to lenders.
- (10) Building RFGs' own institutions, i.e. formalizing RFGs into cooperatives and networking of them in the form of cooperative unions.
- (11) Promoting products of RFG members and providing marketing opportunities.
- (12) Establishment of micro-enterprises.

¹⁹ The main route to the formalization of the RFGs is cooperatives, which are facilitated, recognized and protected by the Law on Cooperatives (2013). The law stipulates provisions relating to and regulations on cooperatives, cooperative unions and cooperative alliances.

(13) Proactive participation in commune development planning and investment programming processes.

4.3.5.1.2.12 Rating of Groups

(f) Why is RFG rated?

RFGs will be rated for determining whether they are eligible for seed grants from the project (LASED II). The project and DLPs will conduct this rating exercise. A high rating may also convince banks/MFIs to provide credit to an RFG. Rating is useful for the RFG’s own self-management, as it will indicate the group’s capacity and quality as an institution. For this reason, groups may want to do their own self-rating in addition to any rating done by the project.

(g) How are RFGs rated?

The RFG performance rating is based on six components: (a) group meeting, (b) group savings, (c) internal lending, (d) repayment, (e) bookkeeping, and (f) governance. All six components carry equal weight. The table below shows how each of the eight components is scored.

Table 19: Rating indicators and scores for SCG

Components	Score				
	4	3	2	1	0
1. Meetings					
1.1 Regularity of meetings (last 10 meetings)	100% meetings held	75%-99% meetings held	50%-74% meetings held	<50% meeting held	No records
1.2 Attendance at meetings (last 10 meetings)	>90%	75%-90%	50%-74%	<50%	No records
2. Savings					
2.1 Regularity in savings by members	100%	75%-99%	50%-74%	<50%	No records
2.2 Percent of amount that should have been saved by the entire group that has actually been saved	>90%	75% -90%	50%-74%	< 50%	No records
3. Internal lending					
3.1 Number of times the equivalent of the entire group fund has been loaned to members (fund rotation)	2 times or more	1.5 times or more	1 time or more	less than 1 time	No records
3.2 Percent of members who have received loans	>60% of members	40%-60% of members	30%-39% of members	<30% of members	No records
4. Repayment					
4.1 Loan repayment by members to the RFG	>95%	85%-95%	75%-84%	<75%	No records
4.2 Track record with lenders (banks/MFIs)	2nd loan from lenders and 100% repayment	1st loan from lender and on time repayment	1st loan from lender and irregular repayment	No loans taken	No records
5. Bookkeeping					
5.1 Correct recording of minutes book and cash book	Up to date and correct recording	Up to date, but	Not up to date, but	Not up to date,	No records

		incorrect recording	correct recording	incorrect recording	
5.2 Correct recording of savings book and loan book	Up to date and correct recording	Up to date, but incorrect recording	Not up to date, but correct recording	Not up to date, incorrect recording	No records
6. Governance					
6.1 Existence and implementation of rules in: meetings, savings, intra-group loans, repayment, and bookkeeping	Existing and implemented	Existing and not implemented in all areas	Not existing in all areas and partially implemented	Some areas implemented but rules and regulations not on record	Not existing and not implemented
6.2 Periodic election of office bearers (<u>applicable to old RFGs only</u>)	Election conducted every year	Election conducted once in two years	Election conducted once in three years	Election conducted beyond three years or no election	data not available

The rating above is applicable to SCGs. For MVHGs, it is applicable only after they receive the first tranche of the grant seeds from the project. For their rating prior to receiving the first tranche of the grant seeds, rating of the following components should be considered. This rating will determine whether (or not) they are eligible for the first tranche of the grant seeds.

Table 20: Rating indicators and scores for MVHGs

Components	Score				
	4	3	2	1	0
1. Meetings					
1.1 Regularity of meetings (last 10 meetings)	100% meetings held	75%-99% meetings held	50%-74% meetings held	<50% meeting held	No records
1.2 Attendance at meetings (last 10 meetings)	>90%	75%-90%	50%-74%	<50%	No records
2. Group commitment to mutual assistance					
2.1 Existence of group calendar of activities for mutual assistance (e.g. share labor, share tools, etc.)	Up-to-date and well-prepared calendars	Not-up-to-date, but well-prepared calendars	Up-to-date, but not well-prepared calendars	Not-up-to-date and not well-prepared calendars	No records
2.2 Percent of activities implemented	>90% of activities done	75% -90% of activities done	50%-74% of activities done	< 50% of activities done	No records

	(average for all concerned periods)	(average for all concerned periods)	(average for all concerned periods)	(average for all concerned periods)	
3. Preparation of BLIPs by group members					
3.1 Percent of members having BLIPs	>90%	75%-90%	50%-74%	<50%	None
3.2 Percent of feasible/quality BLIPs	>80%	70%-80%	59%-69%	<59%	None
4. Governance					
4.1 Existence and implementation of rules in: meetings, and mutual assistance	Existing and implemented	Existing and not implemented in all areas	Not existing in all areas and partially implemented	Some areas implemented but rules and regulations not on record	Not existing and not implemented
4.2 Periodic election of office bearers (<u>applicable to old MVHGs only</u>)	Election conducted every year	Election conducted once in two years	Election conducted once in three years	Election conducted beyond three years or no election	data not available

(h) From where does one get information needed for rating? What are the methods of calculation to arrive at the score?

Following table shows the sources of information and means of calculation to arrive at the score.

Table 21: Sources of information and means of calculation of scores for SCGs

Components	Source of information	Method of calculation
1. Meetings		
1.1 Regularity of meetings (last 10 meetings)	Minutes book	[Number of the last 10 meetings held at regular interval / 10] x 100
1.2 Attendance at meetings (last 10 meetings)	Attendance and minutes book	[Sum of the number of members who attended each of the last 10 meetings / total number of members x 10] x 100
2. Savings		
2.1 Regularity in savings by members	Savings book	[Sum of the number of members who saved in each of the last 10 meetings / total number of members x 10] x 100
2.2 Percent of amount that should have been saved by the entire group that has actually been saved	Savings book	[Actual amount saved / total amount that would have been saved if rules followed] x 100
3. Internal lending		
3.1 Number of times the equivalent of the entire group	Loan book	[Total amount of loans disbursed in the last 10 meetings / total Group Fund] where the total Group Fund = Savings + Fines + Interest

fund has been loaned to members (fund rotation)		+ Loans taken (if any)
3.2 Percent of members who have receives loans	Loan book	[Number of members who have taken loans in the last 10 meetings / total number of members] x 100
4. Repayment		
4.1 Loan repayment by members to the RFG	Loan book	[Amount repaid by members in the last 12 months (or since formation in case of new RFGs) / amount due] x 100
4.2 Track record with lenders (banks and MFIs)	Bank/MFI loan passbook given to RFG or information from Bank/MFI	
5. Bookkeeping		
5.1 Correct recording of minutes book and cash book	Minutes book and cash book	The person rating the RFG has to verify these books and come to a conclusion
5.2 Correct recording of savings book and loan book	Savings book and loan book	The person rating the RFG has to verify these books and come to a conclusion
6. Governance		
6.1 Existence and implementation of rules in: meetings, savings, intragroup loans, repayment, and bookkeeping	Minutes book and by-laws and internal rules (may be included in minutes book)	The person rating the RFG has to carefully examine records and interact with members to come to a conclusion
6.2 Periodic election of office bearers (applicable to old RFGs only)	Minutes book and interview with RFG members	

The above table is applicable only to the SCGs, and the MVHGs that have received the first tranche of the seed grants. For the MVHGs at their early stages without savings and credit activities, the table below present sources of information and means of calculating the scores.

Table 22: Sources of information and means of calculation of scores for MVHGs





Components	Source of information	Method of calculation
1. Meetings		
1.1 Regularity of meetings (last 10 meetings)	Minutes book	[Number of the last 10 meetings held at regular interval / 10] x 100
1.2 Attendance at meetings (last 10 meetings)	Attendance and minutes book	[Sum of the number of members who attended each of the last 10 meetings / total number of members x 10] x 100
2. Group commitment to mutual assistance		
2.1 Existence of group calendar of activities for mutual assistance (e.g. share labor, share tools, etc.)	Calendars of activities	The person rating the RFG has to carefully examine the calendars of activities and interact with members to come to a conclusion

2.2 Percent of activities implemented	Tracking calendars of activities and records in minutes book	The person rating the RFG has to carefully examine the calendars of activities and interact with members to come to a conclusion
3. Preparation of BLIPs by group members		
3.1 Percent of members having BLIPs	BLIPs of members	$[\text{Number of BLIPs} / \text{Total number of members}] \times 100$
3.2 Percent of feasible/quality BLIPs	BLIPs of members	The person rating the MVHG has to check on at least Return to Factors (RTF), and Rate of return (ROR) on investment of BLIPs. $[\text{Number of BLIPs with good RTF or good ROR} / \text{Number of BLIPs presented or available}] \times 100$
4. Governance		
4.1 Existence and implementation of rules in: meetings, and mutual assistance	Minutes book and by-laws and internal rules (may be included in minutes book)	The person rating the RFG has to carefully examine records and interact with members to come to a conclusion
4.2 Periodic election of office bearers (<u>applicable to old MVHGs only</u>)	Minutes book and interview with RFG members	

(i) How to convert overall score into a rating?

The percentage of overall score can be converted to a rating according to the table below.

Table 23: Grading of scores

Grading		
Grade A -91% -100%		Very high performance
Grade B -76% -90%		High performance
Grade C -60% -75%		Medium performance
Grade D -<60%		Poor performance

4.3.5.1.2.13 Official Registration with Commune Council

(j) Why should RFGs register with their commune councils?

RFGs should register with their Commune Councils (CCs) to facilitate resolution of problems in the group (such as a member not repaying a loan). When groups begin to seek grants from the project or credit from banks/MFIs, formal registration with at least their CCs will be helpful or even critical. The registration will also establish formal linkage between the RFGs and their CCs. The linkage will not only draw the latter's

attention to their presence, but will also encourage them to integrate and mainstream their needs into commune development planning and commune investment programming processes.

(k) When and how will RFGs register with their commune councils?

RFGs should prepare the appropriate documentation and submit it to their CCs when they have at least finalized their by-laws. In the absence of an official registration form at the commune level, the RFGs, with the help of facilitation personnel of LASED II (i.e., CDFs, CAFs) and prior consultation with the CCs, may develop a basic information sheet or RFG profile. The RFGs will submit this form together with a letter of request for registration to the CCs. If the CCs request, the RFGs might also submit the following additional documentation:

- History and background of the group,
- List of RFG members,
- List and signatures of the group management committee members, and
- Group structure and by-laws.

(l) When does the registration process deemed concluded?

The CC may issue a commune resolution “*Deika Khum*” recognizing the existence of the RFG. Originals of the resolution will be kept at the CC office (one copy), at the RFG (one copy) and at LASED II (one copy). It should be noted that because the registration of RFGs organized through LASED II may have implications for other groups existing and operating in the communes, the project should consult with other development initiatives and CCs on how to deal with the registration issue.

4.3.5.1.2.14 LASED II’s Grants, Grant Access and Administration

LASED II will establish two kinds of grants to capitalize institutions of its target beneficiaries and promote their livelihood development. Grants are to be used as “resources in perpetuity” by RFGs, common interest groups and cooperatives/cooperative unions. **The grants are also called loan grants because the money will have to be returned to the groups and finally to the ACs/CUs, which will continue managing revolving fund operations of the grants.**

The two types of grants include:

- (1) Seed grants to the RFGs, and
- (2) Community Funds for Development (CFD).

Each type will be discussed in the sections that follow.

A. Seed grants to RFGs

(m) What is the purpose of seed grants?

Seed grants are provided by LASED II to RFG members for implementation of their Basic Livelihood Improvement Plans (BLIPs) as described in COM. In order to get the grant an RFG member shall submit a loan grant request (**Form 42**) to his/her group leader along with his/her household’s brief BLIP (**Form 43**). Once the seed grant is released to him/her, he/she has to enter into a loan grant agreement (**Form 44**) with his/her group leader.

Seed grants are one of the sources for SCGs, along with their own funds (i.e., savings) and any loans from banks/MFIs, to fund the implementation of BLIPs and CLIPs. Initially for MVHGs, they are possibly the single source for them to implement their early BLIPs. Seed grants are loans, and thus RFG members have to pay interests and repay the principals to the groups.

(n) Who are the beneficiaries of seed grants?

All RFGs that fulfill eligibility criteria can apply for the grants. In order to be eligible for a seed grant, an RFG must fulfill all the following criteria:

Table 24: Eligibility criteria of an RFG for a seed grant

SCG	MVHG
The group has conducted at least 10 meetings	The group has conducted at least 10 meetings
The group must be at least 4 months old	The group must be at least 4 months old
The group must be registered with the Commune Council	The group must be registered with the Commune Council
The group must have a valid/active bank account (with a partner bank or MFI) for its savings	The group must open a bank account (with a partner bank or MFI)
The group has a rating of at least Grade C (“medium”)	The group has a rating of at least Grade C (“medium”)

(o) How does LASED II evaluate seed grant application?

The project will evaluate BLIPs submitted by RFGs (and determine the size of a seed grant for a particular group) based on the above eligibility criteria, the regularity of the group’s meetings, number of members in the group, and seasonality relating to the BLIPs, and on appraisal.

The evaluation of whether or not to give a seed grant will be based also on the availability of technical support to member households in implementing their BLIPs. LASED II will ensure that the implementation plans of households are within the purview of the Social and Environmental Safeguards of the project, when it processes the application.

(p) How is the seed grant released?

The seed grant will be released in three tranches to the eligible RFG members, with successful implementation of the BLIPs and submission of the utilization certificate to the project. The release of each subsequent tranche shall also be subject to regular settlement, by the member, of the principal of previous tranche(s) and interest on it. Each tranche shall not exceed US\$100/member/year. Total amount of the grant released, over three-year period, shall be only US\$300/member.

(q) What are the steps involved in seed grant administration?

The steps in the administration of a seed grant are shown below in **Table 25**. The flow of the seed grant is presented in **Fig. 2**.

Table 25: Seed grant administration

Step	Activity
1	The RFG submits an application to the project for a seed grant along with its members’ BLIPs. CDFs/CAFs will facilitate this process. (Form 45 and Form 46)
2	The project rates the RFG (see Section 3.2.14) and determines the size of the grant based on the BLIPs. (Since each BLIP will come from an RFG member, size of the grant for each BLIP shall not exceed US\$100 in the first application.)
3	A Project Officer will be appointed to make a recommendation to the Grant Committee (comprising the Project Director, National Project Management Team) that the project make a seed grant to the RFG of the size determined in step 2.
4	The Grant Committee approves/rejects/seeks modification for the Seed Grant proposal of the RFG.
5	The project communicates the determination on the Seed Grant proposal to the RFG.
6	A tripartite agreement is signed between the project, RFG and cooperative/cooperative

	union for seed grant management at the RFG level. (Form 47)
7	The seed grant is released into the RFG's bank account.
8	The RFG acknowledges the receipt of the grant. (Form 48)
9	The project monitors the process and utilization of the seed grant. The project shall audit the RFG's bank account or get a financial statement from the partner bank or MFI to verify the group's transactions (i.e., settlement of principal and interest.)
10	Upon successful utilization of the 1 st tranche of the grant, the 2 nd tranche will be released. A similar process from step 2, 3, and 6 onwards is followed for the 2 nd and 3 rd tranches.

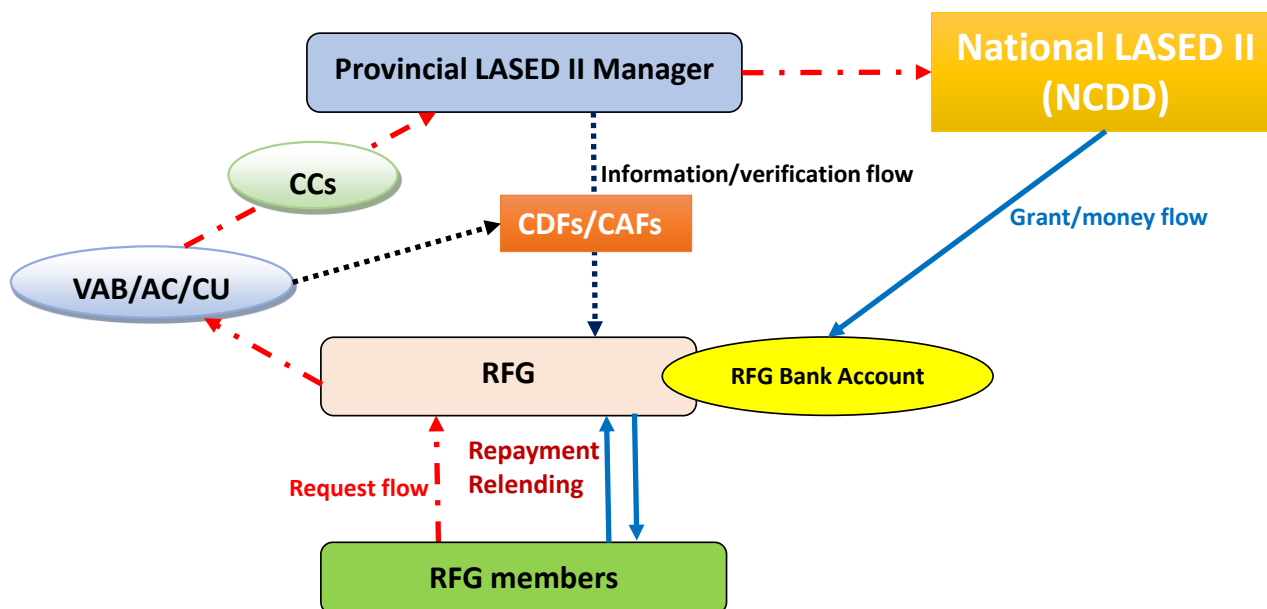


Figure 2: Flow of seed grants to RFGs

B. Grant to Community Fund for Development

(r) What is the purpose of this grant?

Community Fund for Development (CFD) is established for:

1. Sub-projects or Community Level Investment Plans (CLIPs) of cooperatives/cooperative unions (see **Form 49, Form 50, Form 51 and Form 52**).
2. Loans to RFGs for scaling up of their respective members' BLIPs.
3. Local small-scale productive, economic and social infrastructure²⁰ taken up by common interest groups, including producer groups or producer associations, which may constitute their respective business activities (e.g., collective production/marketing/service delivery) as reflected in their GIPs (see **Form 45, Form 47, Form 48 and Form 53**).

See also **section 4.3.5.3** above.

(s) Who are the beneficiaries of this grant?

Common interest groups and RFGs may access CFD from the project. CFD are loans, which must be paid back to the cooperatives/cooperative unions with interests. The capital from the grant to and the interests earned for CFD become the capital of cooperatives/cooperative unions. This is also a process of capitalization of cooperatives/cooperative unions. The cooperatives/cooperative unions can use this capital for continuing revolving fund operation and funding local development projects. CDFs/CAFs will help them develop sub-project proposals to the project.

²⁰ Religious infrastructure or the like is excluded.

(t) How is livelihood investment sub-project designed?

A proposal should include at least following components:

1. Description of sub-project /investment (including statement of objective, scope and activities),
2. Market opportunity,
3. Technical requirements and support,
4. Implementation mechanism,
5. Adherence to Social and Environmental Safeguards of the project,
6. Projected cash flows,
7. Funds required, and
8. Sources of funds.

In case of large sub-projects, community is eligible to getting support of project design experts. The community may also needs such a support even for small sub-projects. When such expertise is provided, detailed analysis of market, technical requirements, qualitative economic/social/environmental cost-benefit, projected cash flows, PBP (Pay-Back Period), FNPV (Financial Net Present Value), FBC (Financial Benefit-Cost Ratio) and FIRR (Financial Internal Rate of Return).

(u) How is livelihood investment sub-project appraised?

Appraisal of the sub-project/CLIP proposal by LASED II will be based on:

1. Financial viability for infrastructure and economic activities: unit costs vis-à-vis standard costs, per capita/unit investment, cash flow analysis, etc.
2. Financial/economic viability: PBP, IRR, BC and NPV; economic cost-benefit and sensitivity analysis for large sub-projects (when and where possible).
3. Sustainability: plans and firm commitments and arrangements, Post-sub-project processes, etc.
4. Institutional dimension: maturity, group cohesion, implementation and managerial capacity, etc.
5. Level of participation: community participation in planning, budgeting, contribution, sharing ownership and responsibilities, etc.
6. Social dimension: men/women, impact on income, employment and poverty, ownership, implication for non-beneficiaries, etc.
7. Gender Equity: women's workload, control by women, women's involvement in management, gender equity, etc.
8. Environmental impact assessment: impacts on the environment.
9. Technical dimension: appropriateness, consistency with best practices, cost-effectiveness, simple/applicable technology, availability, feasibility, etc.
10. Marketing implication: demand, supply, competition, quality, grade, packaging, logistics, etc.
11. Compliance with the legal framework of the Kingdom of Cambodia, and Environmental and Social Safeguards of the project.

When there is fund constraint for timely disbursement to the sub-projects, LASED II may need to conduct investment ranking. N/K (Net Benefit-Investment ratio) may be used by the project to rank all independent sub-projects proposed by different common interest groups or cooperatives/cooperative unions. All sub-projects with N/K equal 1 or greater will be accepted. The selection, though, begins with the sub-project that has the largest ratio value and proceeds until the fund to be disbursed for the period concerned is exhausted.

(v) How livelihood investment sub-project is administered?

The steps in the administration of a CFD are shown in the table below.

Table 26: Administration of CLIP

Step	Activity
1	The common interest group prepares a sub-project proposal with advice, guidance and assistance from the CDF/CAF, and submits it to the cooperative/cooperative union who submits it to the project.
2	An appraisal team (including the Livelihood and Environment Specialists at the project level) conducts analysis and appraisal of the project (i.e., accepts, reject, or seek modification).
3	The Project Director approves the sub-project (CFD) based on the appraisal report.
4	An MOU or sub-project agreement is signed, containing the detailed milestones for implementation between the project and the common interest group, cooperative or cooperative union concerned.
5	The first installment of the CFD is released.
6	The sub-project is implemented and monitored. The project provides supervision and technical support, and assists with linkages to technology, markets, etc.
7	Additional installments are released based on the satisfactory performance of the common interest group, cooperative or cooperative union concerned.
8	A joint evaluation is conducted, the final installment of the CFD is released, and the subproject is concluded.
9	Ex-post sub-project evaluation and follow-up are conducted.

(w) How does CFD flow?

The flow of CFD involves following steps. **Fig. 3** depicts the CFD flow.

1. CFD is sanctioned to common interest groups (including marketing group, processor group, producer group, or producers association).
2. Grant-recipient common interest groups have to repay the CFD with certain interest as agreed in the MoU signed between LASED II to their respective cooperatives/cooperative unions.
3. CFD, upon repayment to cooperatives/cooperative unions, will become the capital of cooperatives/cooperative unions. This is also a process of capitalization of cooperatives/cooperative unions. The cooperatives/cooperative unions will continue lending to their common interest groups.
4. CFD can use this capital for funding similar sub-projects. In certain cases, this capital can be used to fund RFGs for scaling up or expanding successful initiatives/investments.

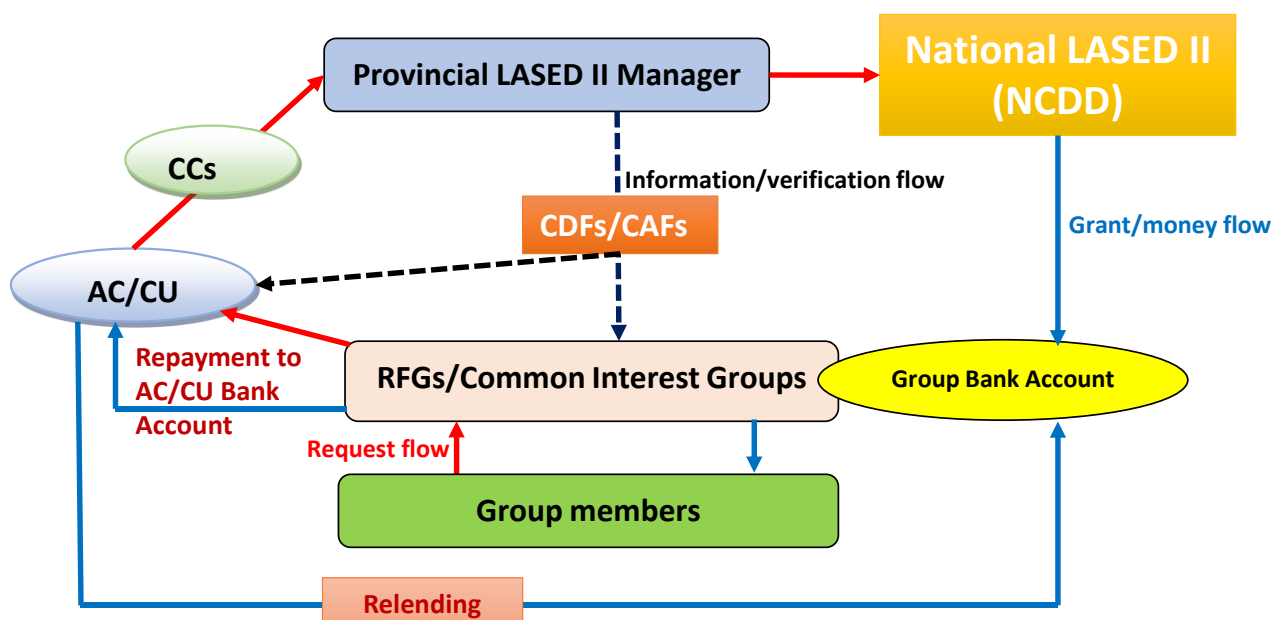


Figure 3: Flow of CFD

The sample forms attached (Form 42 to 53)

4.3.5.1.2.15 Bank and/or MFI Linkages

Cambodia's banking/MFI sector has been growing very well in recent years and becomes healthy. Many banks have branches in many Cambodia's provinces, while most MFIs have their branches even down to district levels. Some MFIs even have their branch offices at commune level. One of a notable and successful banks, which has been transformed itself from an MFI (ACLEDA) has very large and extensive coverage in the country. It has subsidiaries in most of the accessible communes of Cambodia, in certain cases, in even remote part of the country.

Over the past several years, there is a significant trend of RFGs opening bank accounts with banks/MFIs, thanks to the latter remarkable development. It is always the case that savings accounts are opened in the names of the individual members representing the groups when they are not officially registered. This happens because the banks/MFIs always consider individuals as their clients, not the groups to which they belong. Under LASED, the RFGs shall be able to open their savings accounts in their group names as they will be formally recognized and registered; they will be the legal entities. The project, using its leverage, shall also be able to provide facilitation with the banks/MFIs to get the RFGs open their accounts with banks/MFIs in their group names.

Possible steps that are precursor to or facilitate linkage between the RFGs, CIGs and Cooperatives/CFLs with the banks/MFIs are as follows:

- (1) RFG meeting process as per the standard protocol (see RFG meeting protocol),
- (2) RFG financial literacy and management training,
- (3) RFG rating,
- (4) BLIPs and CLIP (community-level investment plan),
- (5) Seed grants to RFGs,
- (6) Effective utilization of loans by members provided out of seed grants and/or bank/MFI loans,
- (7) Timely repayment by members to their RFGs,
- (8) RFG graduation (see RFG graduation process), and
- (9) Sharing/depositing BLIPs and CLIPs with banks/MFIs.

4.3.5.2 Agriculture Cooperatives

Experience shows that beneficiaries will want to form farmer organizations (e.g. agricultural cooperatives). The need for or interest in establishment of agricultural cooperatives (ACs) should come out in the findings of the project's baseline study or later during the conduct of the FFS-related activities. Should the project beneficiaries wish to set up the ACs, process and procedures are in place and GDA and PDAs are tasked, according to the Agricultural Cooperative Law, to help farmers set up the ACs and to support the ACs strengthening.

Once the ACs are set up, capacity building in a number of areas such as leadership; cooperative governance, management and business planning; and group facilitation will be provided to the AC management committee members, who will develop internal rules and regulations, and operational guidelines for their respective ACs. Such training will be provided by PDA, with back up by GDA, or through contracted third party service providers. Trainings to those groups will be provided on recording book, group management, and business skills. The support to those groups will last until they are capable to manage their groups by themselves

Once matured, the AC will be the umbrella institution in the community, which will oversee various groups, including producer group, marketing group, savings and credit group, processor group, or handicraft-making group in a village. Some farmer groups and ACs already exist as a result of the original LASED Project support. Where still necessary, the capacity of these existing groups and ACs will be strengthened through focused training. The existing and new groups will be the key entry points for all project interventions. **[Annex 8E]**

4.3.5.3 Off-Farm Livelihood Options

Support to livelihood activities will be demand-driven and might include assistance to off-farm initiatives. Groups or individuals may be interested in establishing small-scale businesses that deal with petty trade, small shops, handicraft production, or other local goods and services that are demanded. Intensive

agriculture might also not be a solution for most-vulnerable families, elderly or handicapped who have received land under the project but will require additional livelihoods to their probably extensive farming engagement.

These livelihood options are also eligible for support by the Project. Technical assistance will be provided by the relevant provincial department, where necessary with support from line ministry staff or through contracted service providers. Groups and individuals with viable business plans can access funding from the CFD. **The CDF will need to pay special attention to these groups given their high vulnerability and limited livelihoods opportunities available to them. Proposals for these groups will also receive more weight in case of a necessary` prioritization process. [See 4.3.5.4]**

4.3.5.4 Community Fund for Development (CFD)

A “Community Fund for Development” (CFD) will be set-up by the Project and will be accessible by all LASED II communities and beneficiaries fulfilling certain conditions.

Each community (site) will be eligible to a maximum total CFD amount of US\$280 multiplied by the number of land recipient households. The fund aims to support community development initiatives that will benefit community members, including and in particular vulnerable people such as indigenous people, disabled or handicapped families, widowed families, elderly families, etc. The community fund can be accessed to fund for example maintenance of community basic infrastructure (i.e. community wells, health posts, etc.); purchase of community assets (i.e. tractors, rice milling machines, food processing machines, community warehouses, etc.); community produce marketing; community handicraft making; community rice bank; individual farm/production investments, off-farm livelihood investments, etc. The CFD can only be accessed for productive and social investments. Request for funding of consumptive spending will not be supported. The CFD is a grant to communities and their members. However, the money will become part of a revolving fund, which will be operated in line with local credit market conditions.

The communities cannot access the fund unless the below steps are completed and requirements are met.

STEP 1. Assessment of needs and demand for Community Fund for Development. This will be integral part of the baseline study.

STEP 2. Awareness and understanding of advantages and disadvantages as well as requirements/obligations of the community fund for development will be raised.

STEP 3. Establishment of formal community/farmer organizations, ideally agricultural cooperatives will be required. In order to access the fund, the beneficiary communities will have to establish a formal structure that will ensure good governance and management of the fund for the benefit of the communities. Ideally, the structure will be the agricultural cooperatives (ACs). The ACs will have to demonstrate their viability. Existing or new common interest groups that wish to access the fund will be required to establish or become members of the ACs.

The ACs' viability will be demonstrated through:

- (1) trust among members and their participation in the AC activities;
- (2) capacity of the AC management members (revealed in good record keepings, business planning);
- (3) growing memberships;
- (4) growing capital of the ACs (from savings, interests on credits, membership share values, membership fees); and
- (5) MFI reference reports (i.e. financial statement reports from MFIs).

STEP 4. Capacity building for existing and new ACs will be provided by the Project. Capacity building will be important for AC sustenance. Once the project is informed of interests of the beneficiaries in forming the ACs, the GDA/PDAs are tasked to facilitate the setting-up of the ACs in accordance with the Law on

Agricultural Cooperatives of Cambodia. Training to management committee members in group-building, facilitation, leadership, management and governance; and financial literacy and governance; and business development, planning and management will be provided.

STEP 5. Formalization of the ACs will necessary. The GDA/PDAs will register the ACs, and provide assistance to them, respectively, in developing basic handbooks on the holding of the assembly; election of board/management committee members; financial management and governance; facilitation; business development, planning and management; internal rules and regulations; procedure for admission and dismissal of members; etc.

STEP 6. Disbursement of the fund from the project to the ACs will take place only when they have matching capitals. The matching capital for each AC will have to be, at least, 25 percent of the community fund that the project will grant to the concerned AC. The disbursement will be subject to, as well, viability of the AC, which will be demonstrated through: (i) amount of membership shares; (ii) regular and timely payment of membership fees; (iii) regular and timely savings and repayment of loans and interests of members (if any); (ii) good bookkeeping and financial record keeping; and (ii) MFI reference reports (i.e. financial statement reports from MFIs).

STEP 7. Hands-on capacity strengthening will continue throughout the project for the ACs. Strong capacity of the ACs will be important for sustainability in the long run. The project CAFs and CDFs will assist the AC board/management members in doing regular check and control of the AC financial and transaction records and auditing, ensuring that financial transactions are correctly recorded, cash is managed properly and cash above a determined threshold, which is not lent to members, is deposited with MFIs. The project will work with the GDA/PDAs to establish MoUs between the GDA/PDAs and the ACs outlining capacity strengthening and governance support and arrangement that will have to be facilitated and/or provided by the GDA/PDAs at least three years after the project closure.

The Project can engage the services of a consultant, NGO, or MFI to provide the necessary capacity building to AC members and management. Such service would be provided under the technical supervision and guidance of GDA.

(a) Who is eligible to access the CFD?

- (1)** Agriculture Cooperatives (AC) or Revolving Fund Groups (RFGs) established in LASED II SLCs are eligible to using CFD provided (i) they have been officially recognized by an applicable law of the Kingdom of Cambodia or their advisory members and group leaders have been elected by their members who are LASED II SLC residents and have proper internal structure and rules, and (ii) they are representative and open to all LRs at concerned LASED II SLC sites.
- (2)** Individual regular members of ACs or RFGs who have purchased shares and/or paid membership fees are eligible to CFD.
- (3)** Either AC or RFG is eligible to CFD provided it has met minimum financial management and organizational criteria set out in COM, particularly confirming that funds will be used as credit in a revolving fund operation, and interest rates will be charged at market going rates.

(b) How to access CFD

The disbursement of CFD funds to an AC or RFG will not take place, unless they submit a Community Level Investment Plan (CLIP) as described in the Community Operation Manual (COM) to NCDD through PWG of LASED II. Each eligible individual household member could also request a certain line of credit fund from his/her AC or RFG. However, he/she has to complete and submit at least following forms:

- (1)** Loan-grant request form (**Form 42**),
- (2)** Brief household Basic Livelihood Investment Plan (**Form 43**) attached to the afore-mentioned loan-grant request, and

- (3) Loan-grant agreement form (**Form 44**).

The interest rate on loan grant should be in line with current market rates, which are generally 2-3% per month. The exact interest rate the AC and RFG will charge from members will be decided and agreed upon by their members in a meeting.

4.3.6 Cooperation and Coordination with other TA and Service Providers, GIZ, KfW (MRD), NGOs, Private Sector

All interventions in the fields of community building and agriculture and livelihood investments in goods and service provision should be coordinated with other actors operating in LASED II communities and communes. This also applies to individual and group investment decisions that would benefit from coordination and cooperation to add further value.

- (1) At national level, cooperation and coordination will be ensured by regular meetings with partners, arranged by GSSLC.
- (2) At provincial level PLUAC members and the provincial LASED II Manager will exchange and communicate all cooperation and coordination-relevant information to all project stakeholders.
- (3) At a community level, CDF and CAF will ensure cooperation and coordination and synergies in implementation of investments and services provision.

All stakeholders should familiarize themselves with the activities of the two complementary projects “Improvement of Livelihoods and Food Security - ILF”, implemented with GIZ support in cooperation with GSSLC, and “Economic Infrastructure to Sustain Land Reform - EISLR”, implemented with KfW support in cooperation with MRD.

5. COMPONENT 2: PROJECT MANAGEMENT

This component would support project administration and coordination activities. It would ensure in particular the timely and transparent flow of funds, procurement, auditing and reporting. It would also support project implementing entities at all levels (including communes) to further strengthen their fiduciary, administrative and reporting capacities. Specific attention and support would also be provided to strengthen the project’s M&E system and enhance the project and SLC-related management information system as input to the SLC planning and prioritization. Support would include technical assistance, training, incremental operating costs, vehicles and equipment, among others.

Project Implementation and Management (i) National Level -The project would support the operations and strengthening of GSSLC and NCDDES as the main project administrative entities. They are responsible for overall technical and administrative planning and oversight, including contract administration, financial management, procurement, and reporting. MAFF/GDA as the new technical implementing agency would also be provided with the necessary equipment for the technical planning and supervision of agricultural service and extension support activities; (ii) **Sub-National Level** - The project would support the staffing and strengthening of the various provincial and district working groups responsible for the project’s overall operations, including financial management, procurement, contract administration and technical support.

5.1 Institutional and Implementation Arrangements

The LASED II project would build on the same institutional arrangements, implementation structure and operating guidelines as the original LASED Project, but with some additional activities and stakeholders to reflect the focus on supporting sustainable development of the SLC households. The shift of focus, however,

will not depart from the original design, which had benefited from substantial consultations and discussion with the government and other stakeholders. As such, the project will be implemented within the overall framework of existing guidelines and manuals, which have been updated to operationalize the project design and achieve its development objective.

5.1.1 Organizational Structure

The project would continue to consider ways to align with government reforms and transition to the new institutional directives for NCDD and GSSLC that might emerge during the implementation phase. With the project’s focus on supporting agriculture-based livelihood systems, the existing implementation arrangements would expand to include MAFF/GDA as a new national level partner. While the original LASED Project has always worked closely with PDAs, the inclusion of MAFF’s national level GDA would ensure improved planning of agriculture support activities and quality assurance of goods and services that would be provided to project beneficiaries. GDA’s inclusion as implementing partner would also ensure that the project can benefit from the technical expertise of other technical departments within the MAFF.

With regard to the scaling-up of agriculture service delivery, the project would continue to tap existing public extension services. MAFF/GDA staff, and where necessary national consultants under the supervision of GDA would provide their services to support the implementation of sub-projects. These would be complemented by third party service providers/delivery organizations (e.g., NGOs), which would be contracted for the provision of front-line support activities to help improve the livelihoods and food security situation in the SLC sites.

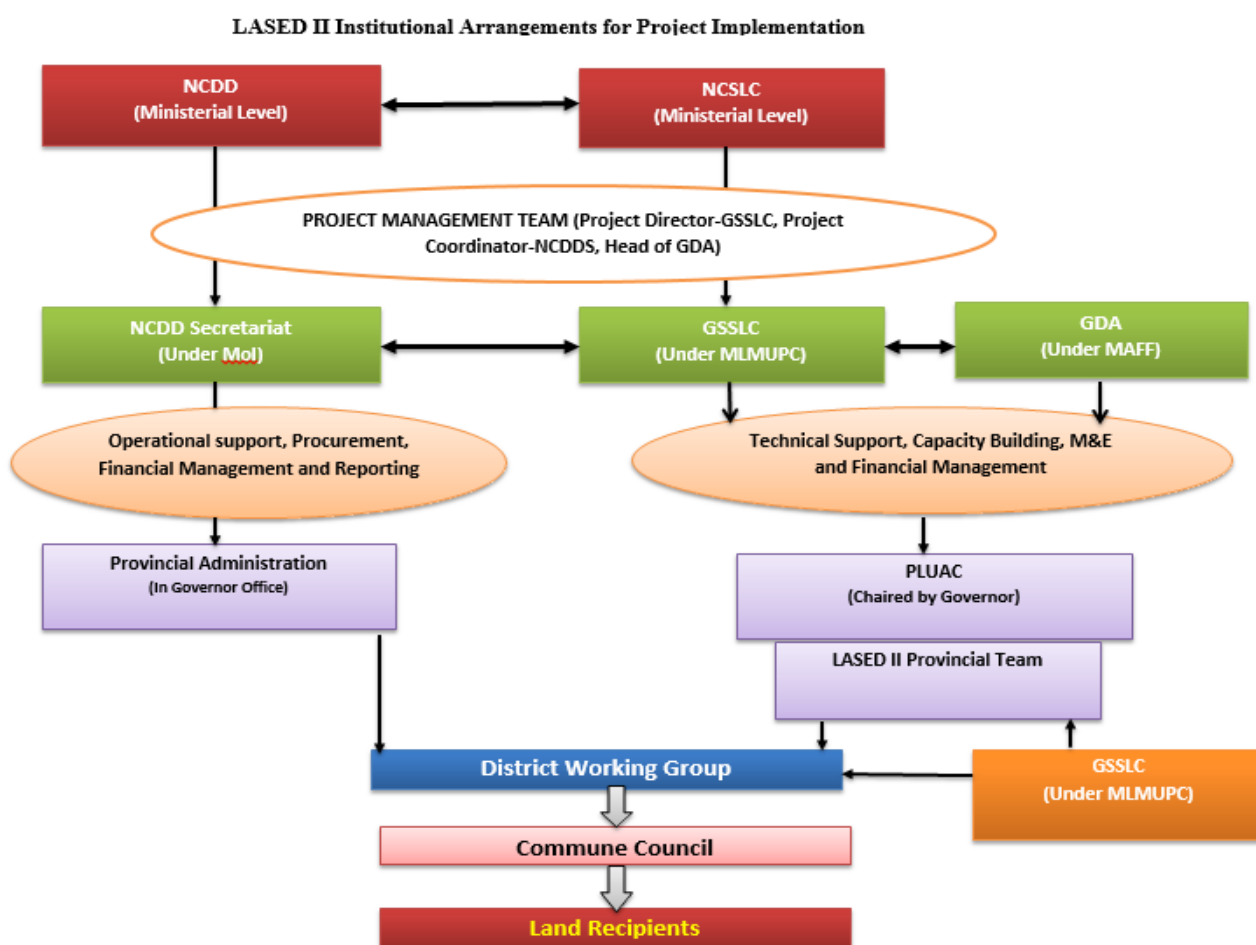


Figure 4: LASED II Organizational Structure

5.1.2 Project Administration and Management Mechanisms

Project Management Team (PMT)

In general, the distribution of tasks is well organized along the ministries' and departments' technical responsibilities. In order to further strengthen an effective and efficient implementation of project activities, and address any arising issues in a timely manner, regular monthly meetings of the Project Management Team (PMT) would take place. The PMT comprised the heads of the three main implementation partners, the LASED II Project Director (GSSLC), the LASED II Project Coordinator (NCDDS), and LASED II agriculture services partner (GDA). The PMT would address problems, constraints and requests where advice or coordinated action from the national level is required. At the provincial level, this task is handled by the established PLUACs, chaired by Provincial Governors.

Experiences in the original LASED Project have shown the usefulness of regular and focused exchanges between implementing partners at national level. The PMT would be able to quickly address the problems arising from project-specific needs for coordination and collaboration, e.g. regarding the distribution of technical advisory and procurement management tasks. The PMT would also play a key role in ensuring smooth cooperation and coordination with other involved developments such as KfW, GIZ, and NGOs working in the LASED II project communities.

National Level

The project would build on the same institutional arrangements and implementation structure as the LASED Project. The General Secretariat for Social Land Concessions (GSSLC) of the Ministry of Land Management, Urban Planning and Construction (MLMUPC) would continue to be responsible for the overall coordination and management of the project, with the Secretariat of the National Committee for Sub-National Democratic Development (NCDDS) of the Ministry of Interior (MoI) responsible for the procurement and financial management aspects. **[Figure 5].**

With the project's focus on supporting agriculture-based livelihood systems (Component 1.3), the existing implementation arrangements would expand to include the Ministry of Agriculture, Forestry and Fisheries - General Directorate of Agriculture (MAFF-GDA) as a new national level partner. Together with the Provincial Departments of Agriculture (PDA), they would be responsible for the planning, coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project beneficiaries. The GDA would also be responsible for coordinating and tapping the technical expertise of other technical departments within the MAFF, including engagement and supervision of required national technical consultants and third party service providers/delivery organizations (e.g., NGOs).

The project team would work closely with the implementing unit in the Ministry of Rural Development (MRD) to ensure coherence with processes in planning and implementation. Existing institutional arrangements such as the National Committee for Social Land Concession (NCSLC) where MRD, MLMUPC, and MoI representatives meet and discuss, would ensure a coherent financing. Memorandum of Understanding (MoU) between the different institutions at national level have been prepared. The project has also taken into account the existing institutional structures involved in the government's Social Land Concession Program. Within the developing deconcentration and decentralization framework of the RGC, the project would continue to consider ways to align with government reforms and transition to the new institutional directives for NCDDS and GSSLC that might emerge during the implementation phase.

One of the expected key challenges for timely and high quality provision of infrastructure and services is the lack of experts to prepare detailed engineering and designs, agriculture development plans, and other livelihood support, including the supervision and quality assurance of implementation activities. In response to staffing constraints on the side of the concerned government agencies and in order to ensure timely delivery of high quality infrastructure and services, the project implementing partners at the national and sub-national level would be assisted by national consultants and contracted staff, as necessary for smooth implementation. National capacities and experiences would be supplemented and further strengthened by

employment of international consultants to provide specific technical and managerial capacity building inputs.

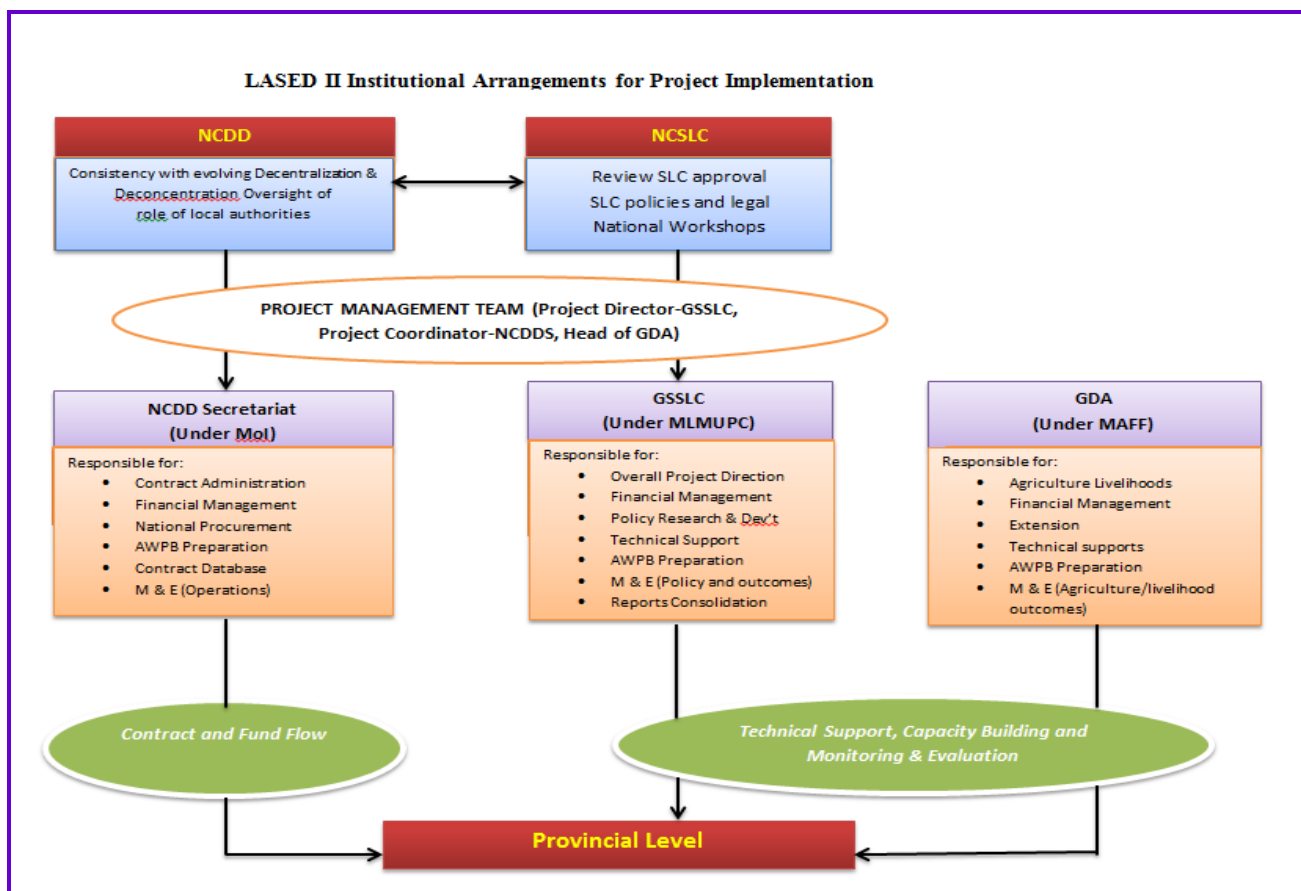


Figure 5: LASED II Implementation Arrangements – National Level

Sub-National Level

At the provincial level, the Provincial Land Use and Allocation Committee (PLUAC), chaired by the Provincial Governor, would carry overall responsibility for implementation matters. Technical support to the implementing District Working Groups (DWG) would be provided by provincial line departments. Frontline implementation would be supported also by contracted third party service providers. As the project would cover two new provinces (Kampong Chhnang and Kampong Speu), which were not part of the LASED Project, corresponding LASED Provincial Teams have also been established. These new teams as well as the existing teams and other stakeholders would receive continued capacity building and orientation on the project policies and guidelines. [Figure 6].

The Commune Councils and communities would be responsible for procurement of infrastructure and services, in line with the Commune/Sangkat Fund Project Implementation Manual (PIM) and specific provisions indicated in the LASED II PIM. The Commune Councils and communities would also be responsible for the sustainability (operation and maintenance) of established infrastructure. This would be done through the establishment of infrastructure maintenance groups and the incorporation of all planned and potentially complementary (project) investments in the annual Commune Development Plans and Commune Investment Plans (CDP/CIP). The implementation at the community level would also be supported by contracted third party service providers (Community Agriculture Facilitators and Community Development Facilitators) who would provide technical and operations assistance to the communities.



Figure 6: LASED II Implementation Arrangements – Sub-National Level

Community Operations Manual (COM)

Given the project's support to further decentralization with greater involvement of Commune Councils and communities, a Community Operations Manual (COM) has been prepared for use under the project. The COM provides detailed and step-by-step instructions to implement the decentralized project activities, including the procedures for community participation in procurement. The COM is an integral part of the PIM

Coordination with Development Partner

The KfW would provide parallel and complementary funding for infrastructure investments, in particular roads and waters supply in some project communities. In addition GIZ would provide technical assistance on food security and livelihood support in the project communities. Close coordination and collaboration would be made with both partners to ensure complementation of activities and investments.

5.1.3 Role and Responsibilities

5.1.3.1 National Level

There three main agencies: The General Secretariat for Social Land Concessions (GSSLC) of the Ministry of Land Management, Urban Planning and Construction (MLMUPC), the National Committee for Sub-national

Democratic Development Secretariat (NCDDS) of the Ministry of Interior (MOI) and with the project's focus on supporting agriculture-based livelihood systems, the existing implementation arrangements under LASED will expand to include the Ministry of Agriculture, Forestry and Fisheries - General Directorate of Agriculture (MAFF-GDA) as a new national level partner.

- (a) **NCSLC**, would continue to be responsible for: (i) reviewing and advising on policy and legal issues related to the implementation of the Project; (ii) approving the Project's consolidated Annual Work Plans and Budgets; (iii) reviewing the Project's interim unaudited financial reports and the Project Reports; and (iv) providing no objection on SLCs endorsed by the PLUACs under the Project;
- (b) **GSSLC** would continue to be responsible for the overall coordination, capacity building and management (i) overseeing the strategic direction of the Project, and ensuring its compatibility with the Recipient's policy on SLCs; (ii) referring policy and legal issues related to Project implementation to the NCSLC; (iii) recommending SLCs received from the PLUACs for no objection the NCSLC; (iv) providing technical inputs into the preparation of, consolidating the Project Annual Work Plans and Budgets and submitting to the Association for no objection; (v) developing capacity building materials related to SLCs; (vi) providing training, technical guidance and communications support for commune-based SLCs; (vii) monitoring the process and progress of Sub-projects planning and implementation other than procurement and financial management, and its consistency with the Sub-Decree on Social Land Concessions, Project Implementation Manual, and SLC plans; (viii) monitoring and evaluating the progress in achieving the Project's objective, and (ix) preparing the consolidated Project Reports;
- (c) **NCDD** would continue to be responsible for (i) coordinating with the NCSLC on the implementation and integration of Project activities into the Recipient's decentralized and deconcentrated administrative structures; and (ii) approving the Project's consolidated Annual Work Plans and Budgets;
- (d) **NCDDS** would continue to be responsible for (i) overall procurement coordination tasks, carrying out all procurement activities at the national levels, and monitoring all procurement activities at the sub-national levels; (ii) carrying out financial management at the national level; (iii) preparing and consolidating the sub-nationals' Annual Work Plans and Budgets; (iv) providing Community Grants for approved Sub-projects; and (v) monitoring and guiding the procurement, financial management and safeguard activities carried out at the sub-national level including the implementation of Sub-projects;
- (e) **MAFF-GDA** would focus on supporting agriculture-based livelihood systems (Sub-Component 1.3), being responsible for the planning, coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project beneficiaries. The GDA would also be responsible for coordinating and tapping the technical expertise of other technical departments within the MAFF, including engagement and supervision of required national technical consultants and third party service providers/delivery organizations (e.g. NGOs) to support the implementation of sub-projects. Together with the Provincial Department of Agriculture, they would be responsible for the planning, and coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project beneficiaries.

These three agencies would coordinate with each other in the PMT, ensuring proper and sound project implementation.

5.1.3.2 Sub-National Level

(a) Provincial Administration (PA)

The Provincial Administration is responsible for preparation and execution of the LASED II Annual Work Plan and Budget (AWPB) in the Province. The Provincial Administration receives and disburses LASED II project funds and accounts for the funds to NCDDS. The responsibilities of the Provincial Administration include:

- Preparation of the Annual Work Plan and Budget and responsible to the sign of MoU with NCDDS, and sub-contracts
- Operational support for overall technical aspect on financial management, contract administration, procurement, administrative and operational cost of the Implementation of the LASED II project at the Provincial/Municipal, district and commune levels;

- Direct or oversight responsibility for all project administration and financial management tasks; and
- Assistance to the Commune Councils and the District Working Group;
- Monitoring and Evaluation;
- Preparation of the Annual Report.

(b) Provincial Land Use and Allocation Committee (PLUAC)

At the provincial level, the PLUAC, chaired by the Provincial Governor, would carry overall responsibility for implementation matters.

- Review and rationalize the amount of available land to the needs of the target land recipient in every district/khan of each province/municipality;
- Review and assess land use plans and social land concession plans proposed by the Commune Councils;
- Assist the Commune Council to develop land use plans and land classifications;
- Ensure that all procedures and requirements under this manual are carried out, including those related to screening of land for environmental and social concerns and appropriate follow up activities implemented; and
- Maintain records (accessible to public including civil society groups) of all complaints submitted at commune, district and provincial levels for all aspects of the social land concessions in the province, including a log book which includes date complaint first submitted, receipt at district level, receipt at provincial level, dates of review of complaint and any meetings with complaint filer, actions taken, notification of actions to filers of complaints.

(c) Provincial Working Group (Provincial LASED II Teams)

The Provincial LASED II Team supports the Provincial Administration to undertake its day-to-day responsibilities under the LASED II project. The Provincial LASED II Team has ten (10) staff members²¹ [**Terms of Reference for all Provincial Administration staff posts can be found in Annex 13G – TOR – Provincial Administration Positions**].

- Provincial Project Manager;
- Cadastral/land Officer (from PDLMUPCC);
- Rural Development Officer (from PDRD);
- Agriculture Officer (from PDA);
- Target Land Recipient Selection Officer (from PA-Division);
- Communication Officer;
- Finance Officer, who works within the Finance Office of the Provincial Administration; and
- Four officers who work within the Planning and Investment Division of the Provincial Administration:
 - ▶ Contract Administration Officer,
 - ▶ Provincial Facilitator
 - ▶ Technical Support Officer and
 - ▶ Procurement Support Officer

(d) District Working Group

The District Working Groups (DWGs) are responsible to carry out all work of the PLUAC and the project at the district level; provide technical assistance to the Commune Councils to identify and to classify land, to develop land use maps, to select target land recipients and to develop and implement social land concession plans; ensure that the allocation of social land concession land at the local level is efficient and transparent;

²¹The Provincial Administration will also draw on other ministries to cover issues related to Agro-Economic Analysis (AEA), GIS, land registration and community forestry.

monitor and report to the PLUAC on the implementation of social land concession plans; and receive report from District Women's Affairs Office of the implementation of gender mainstreaming process, and report to the PLUAC.

(e) Commune Councils and Communities

The Commune Councils and Communities would be responsible for procurement of infrastructure and services, in line with the Commune/Sangkat Fund Project Implementation Manual and its amendments (if applicable) annexed to the project implementation manual. The Commune Councils and Communities would also be responsible for the sustainability (maintenance) of established infrastructure. This would be done through the establishment of infrastructure maintenance groups and the incorporation of all planned and potentially complementary (project) investments in the yearly updated Commune Development Plan and Commune Investment Plans (CDP/CIP).

Implementation at community level would also be supported by contracted third party service providers who would provide in particular agriculture development facilitators and Community Development Facilitators, resident in the communities for a limited number of initial project years.

5.1.3.3 Staffs of Project Director at GSSLC office

There are nine staffs who permanently work for LASED II and their duty station is at GSSLC office, such indicated below [**TOR of these staffs is presented in Annex 13D**]:

- (a) Project Director
- (b) Chief of Training and Communication Unit
- (c) Chief of Land Management Unit
- (d) Chief of Administration Unit
- (e) Chief of Finance Unit
- (f) Chief of Internal Auditor Unit
- (g) Chief of Land Recipient Selection Unit
- (h) Chief of Community Development Unit
- (i) Chief of Cadastral Unit

5.1.3.4 Staffs of Project Coordinator at NCDDES office

There are eight staffs who permanently work for LASED II and their duty station is at NCDDES office, such indicated below [**TOR of these staffs is presented in Annex 13E**]:

- (a) Project Coordinator
- (b) Chief of procurement Unit
- (c) Chief of M&E Unit
- (d) Chief of Strategy and Communication Unit
- (e) Chief of Finance Unit
- (f) Chief of internal audit Unit
- (g) Chief of Administration Unit
- (h) Chief of Contract Administration Unit

5.1.3.5 Staffs of GDA/MAFF Office

There are 7 staffs who permanently work for LASED II and their duty station is at GDA/MAFF office, such indicated below [**TOR of these staffs is presented in Annex 13F**]:

- (a) GDA General director
- (b) GDA National Coordinator

- (c) GDA Deputy National Coordinator
- (d) Chief of Financial Unit
- (e) Chief of Farming System Unit
- (f) Chief of Land Resource Management Unit
- (g) Chief of Administration Unit

5.1.3.6 Contracted support staff

Besides, the project staffs at these duty stations above, in term to assure to the proper project implementation at national and Sub-national level, LASED II will contract some people to work in positions such as drivers, office cleaner, procurement and administration assistants, administration assistants. In addition, in terms of supporting the routine work of commune councils and to facilitate project activities with Land Recipients, LASED II will also contract persons for the position of commune clerk assistants (1 person per commune), Community Development Facilitator (1 person per community) and Community Agriculture Facilitator (1 person for one SLC sites). These persons will receive 1 year contract (renewable) with the project.

5.1.3.7 Subject Matter Experts/Consultants

In order to ensure timely delivery of high quality infrastructure and other services include agriculture once, the project will hire international and national consultants to provide additional capacity building, and other technical assistance to the implementing project partners either at national and sub-national levels, as necessary, for timely and smooth implementation of the project.

International and National Consultants

There are nine consultants that LASED II will recruit to provide technical support to project staffs and they are based at national level. Those consultants are:

- (a) International Operation Consultant (1) based in GSSLC and coordinate with NCDDDS and GDA
- (b) National Operation (M&E) Consultant (1) based in GSSLC and NCDDDS and coordinate with GDA
- (c) National Infrastructure Engineer Consultant (1) based in GSSLC and coordinate with NCDDDS and GDA (in addition responsible in 2 target provinces in Kampong Speu and Kampong Chhnang)
- (d) Strategy and Communication Consultant (1) based in GSSLC and coordinated with NCDDDS and GDA
- (e) Agriculture and Rural Community Consultant (1) based in GSSLC
- (f) Procurement Consultant (1) based in NCDDDS
- (g) Contract and Administration Unit Consultant (1) based in NCDDDS
- (h) Financial Consultant (1) based in NCDDDS and coordinated with GSSLC and GDA
- (i) Agriculture Business Consultant (1) based in GDA

Sub- National Consultants

Besides the national consultants as mentioned above, the project will also recruit other consultants to provide support to project staffs at sub-national level. Those consultants are:

- (a) Provincial Operational Consultants (1 per target province)
- (b) Provincial GIS Consultants (1 per each province)
- (c) Provincial Financial Consultants (1 per target province)
- (d) Provincial Infrastructure Engineers 2 persons, (1 based in Kratie and Tbong Khmom and another one based in Kampong Thom)

5.1.3.8 Civil Society

LASED II still takes a 'bottom-up' participatory management approach by empowering the Commune Council and the LR. Civil society organizations and community groups are critical partners to support the implementation of this project in a participatory and transparent manner.

Civil Society Organizations (CSO) at the national, provincial and local levels may support communes in developing and implementing SLCs. This may be through formal agreements with the PLUAC, DWG and/or commune, or informally through their ongoing activities with communes and target land recipients. CSO support may include information dissemination, participation, transparency, dispute resolution or technical support. In all cases, CSO must work consistent with the legal framework and official guidelines and procedures for SLCs. CSO have the right to request GSSLC or PLUAC Secretariat to provide them with information regarding the procedures, rights and obligations of different parties in the process of developing, planning and implementation of social land concessions. GSSLC and PLUAC Secretariat must provide this information when requested. CSO are also expected to be participants in information workshops and participatory evaluations. CSO may not represent communes or TLR in the application or contracting process.

CSO staff working in LASED II project needs to undergo gender training before working with LASED.²²

5.1.3.9 Other Partners

The KfW would provide parallel and complementary funding for infrastructure investments in particular roads and waters supply in some project communities. In addition GIZ would provide food security and nutrition support in the LASED communities. Close coordination and collaboration would be made with both partners to ensure complementation of activities and investments.

5.1.3.10 Project Beneficiaries

The project's primary beneficiaries comprise of some 5,141 families who will be active participants in implementing LASED II activities.

5.1.4 Project Monitoring and Evaluation

To improve project-specific planning and the further dissemination and use of project knowledge and experiences, the project would support the further development and improvement of the project and SLC-related management information system (MIS) and the M&E manual of LASED is also updated for LASED II project team implementation. Enhanced information collection, processing, and timely dissemination to project stakeholders would increase transparency, effectiveness and efficiency of project operations. Evidence-based planning would ensure that government resources are effectively and efficiently deployed for the maximum benefit of land recipients and their communities. An improved project MIS would be able to easily track progress of financials, outputs and outcomes of the project, particularly the results framework indicators. The system is expected to help GSSLC, NCDD Secretariat, GDA and the World Bank to address issues and constraints that impede the project implementation in a timely manner. The project would continue to use the existing management information system, which is largely based on Microsoft Excel and Word formats, until the new MIS is developed and in place.

The basis for monitoring and evaluation of LASED II is the indicators in the LASED II Project RF&M. These indicators are at output, outcome and impact levels [[See result Framework and Monitoring Matrix](#)]. The sound management of LASED II will depend also on additionally collected monitoring data and information that will facilitate capturing benefits and (the reasons for) unintended impacts.

Gender - The gender equity of LASED II outputs, outcomes and impacts must be monitored by the Gender Committee of MLMUPC, MOI and MAFF with advice from MoWA. The Commune Women and Children Focal Person collect information on gender indicators and report to DWG and District Women's Affairs. The DWG forwards the report to PLUAC and PLUAC submits reports to the Gender Committee.

²² Refer to MoWA training guidelines.

5.1.5 Capacity Building

The primary purpose of capacity building activities under LASED II is to improve the capacity of government agencies at national, provincial, district and commune levels to carry out the roles and responsibilities assigned to them under the Social Land Concession program.

In some cases, capacity building activities under LASED II also aim to improve the capacity of private sector or NGO service providers to supply the services that the Communes and communities need for implementation of social land concessions.

Training of Target Land Recipients for agricultural production and other livelihood-related skills is part of LASED II Sub-Component 1.2 and Sub-component 1.3

5.2 Operational Planning and Budgeting

The total project cost is US\$26.86 million. This includes the Bank's financing of US\$25.06 million and the government's in-kind contribution of US\$1.8 million in the form of office space, staff time and utilities expenses.

5.2.1 Project Expenditures by Component

Table 27: Breakdown of Project Cost by Component

Project Components	Project Cost (in Million US\$)	IDA Financing (in Million US\$)	Government Counterpart Financing (in Million US\$)
1. Infrastructure and Livelihood Systems	22.71	22.71	
1.1 Social Land Concession Investment Planning and Prioritization	3.44	3.44	
1.2 Infrastructure Development	14.80	14.80	
1.3 Agriculture and Livelihood Development	4.47	4.47	
2. Project Management	4.15	2.35	1.80
Total Project Cost	26.86	25.06	1.80
Total Financing Required	25.06		

Project expenditures for LASED II Component 1: Infrastructure and Livelihood Systems (US\$22.71 million) include:

Sub-component 1.1: Social Land Concession Investment Planning and Prioritization (US\$3.44 million). This would support the:

- (a) participatory preparation and updating of SLC plans for the new and existing sites, respectively;
- (b) identification, prioritization and planning of appropriate technology and infrastructure investments; and
- (c) processing of land titles for eligible land recipients in the existing sites.

Sub-component 1.2: Land Preparation and Infrastructure Development (US\$14.80 million). This would support the settling-in requirements as well as the required land preparation and prioritized infrastructure investments in the SLC sites. These include the:

- (a) provision of settling-in assistance to newly-installed land recipients;
- (b) provision of initial land preparation assistance including a first cover crop; and
- (c) construction of productive and social community infrastructure such as rural roads, small-scale irrigation systems, rural water supply, school buildings, teachers' houses, health posts and community centers, among others.

In this sub-component, close coordination and cooperation would be pursued with the KfW (Kreditanstalt für Wiederaufbau or German Development Bank) and the Ministry of Rural Development (MRD). KfW's assistance under the "Economic Infrastructure Programme to Sustain Land Reform Implementation" would be implemented through the MRD and would provide parallel funding to other infrastructures that would complement the project investments. Their proposed civil works packages are reflected in the project's procurement plan to ensure complementarity of infrastructure investments and avoid any overlap in funding.

Sub-component 1.3: Agriculture and Livelihood Development (US\$4.47 million). This would support the consolidation and further improvement of agricultural production systems, livelihoods and food security of land recipients, including facilitation and provision of support services and technical assistance. These would include support for the:

- (a) community organization and development;
- (b) provision of service and extension support following a pluralistic service provider approach;
- (c) establishment of farmer-managed demonstration plots and model farms;
- (d) provision of in-kind and cash grant support to strengthen successful local initiatives;
- (e) establishment and strengthening of agriculture cooperatives, savings and credit groups, production and marketing groups and other community interest groups; and
- (f) linking SLC planning and implementation with the respective Commune Development or Investment Plans (CDPs/CIPs).

In this sub-component, close coordination and cooperation would be continued with Gesellschaft fuer Internationale Zusammenarbeit (GIZ) through their "Improvement of Livelihoods and Food Security" Project being implemented with the Ministry of Land Management, Urban Planning and Construction's (MLMUPC) through the General Secretariat for Social Land Concessions (GSSLC). Their technical assistance would complement the project's activities, including those on improved agricultural production and nutrition.

Project expenditures for LASED II Component 2: Project Management (US\$4.15 million). This component would support:

- (a) Project administration and coordination activities. It would ensure in particular the timely and transparent flow of funds, procurement, auditing and reporting.
- (b) It would also support project implementing entities at all levels (including communes) to further strengthen their fiduciary, administrative and reporting capacities.
- (c) Specific attention and support would also be provided to strengthen the project's M&E system, and enhance the project and SLC-related management information system as input to the SLC planning and prioritization.
- (d) Support would include technical assistance, training, incremental operating costs, vehicles and equipment, among others.

Cost tables showing LASED II expenditures in each component year by year would be prepared. Each time LASED II begins to work in a new site, and each time an LASED II site is initiated or approved, there will be implications for these cost tables. GSSLC, in cooperation with NCDDS and GDA, must update the cost tables annually to show:

- (a) Actual expenditures by component up to the current year; and
- (b) Revised forecast of expenditures by component for future years.

This procedure assists in ensuring that there are sufficient funds available to meet the commitments created by initiating each LASED II SLC sites, and that any surplus funds can be allocated to a suitable purpose. The updated cost-tables must be included as an annex to the LASED II Annual Progress Report. Re-allocation of funds between components or between expenditure categories may require a No Objection Letter from the World Bank.

5.2.2 LASED II Overall Annual Work Plan and Budget (Contents) – National and Provincial

- (a) **Overall Annual Work Plan** - Deriving from the RF&M [Annex 1] an overall annual work plan has been drafted, which will be refined as part of the AWP building and ownership development process of PMT and field implementation staff. The overall annual work plan (AWP) outlines the general activities that will be undertaken to incrementally realize the expected results for each of the project components and provides the yearly targets for each general activity. This AWP will serve as the basis for the development of the more detailed annual work plans (OAWP) that will be conducted each year in conjunction with the annual lessons learnt workshops and/or reflection meetings.

Table 28: Overall Annual Work Plan [Draft Sample]

No	Activities Plan	Project Implementation Targets					
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6

- (b) **Annual Work Plan and Budget** - The LASED II Annual Work-Plan and Budget (AWPB) describes all activities with describe the activity indicator and expenditures of the LASED II project planned for each financial year. **At a minimum, the LASED II AWPB must show:**
- Annual targets related to Results Framework indicators at the output level (including target, achievement in previous years, planned achievement in the current year and revised target by close of project);
 - Status of activities in each active SLC commune:
 - ▶ Progress of Component 1 activities up to the end of the previous year, and progress planned in the current year;
 - ▶ Progress of Component 2 activities up to the end of the previous year, and progress planned in the current year;
 - ▶ Component 2 expenditures against the Social Land Concession Plan in each commune (allocated funds, expenditure to date and expenditure planned in the current year). This consolidates activities for which the Commune is responsible, activities implemented by Provincial agencies and activities implemented directly by NCDDDS;
 - Summary of planned expenditures by component and by implementing agency (GSSLC, NCDDDS, GDA, and each Provincial Administration);
 - Summary of expenditures by category (project budget total for category, amount spent in previous years, amount planned in current year, and planned amount outstanding at the end of the current year).
 - Detailed AWPB for each implementing agency (GSSLC, NCDDDS, GDA and each Provincial Administration, including month-by-month activity plan);
 - Month-by-month expenditure forecast;
 - Updated Procurement Plan.

Each agency (GSSLC, NCDDS, GDA and the Provincial Administrations) prepares their section of the AWPB separately. However, NCDDS must liaise with the Provincial Administration to agree the **Component 2** activities for which NCDDS is responsible for procurement.

The overall annual work plan presents a general flow of major generic activities to be implemented under the 2 components. The project implementation targets correspond to the current budget plan and will need to be adjusted according to the feedback from field implementation and the resulting requirements for budget re-allocations during the project implementation period.

The Format for the LASED II AWPB should be defined during the first year of project implementation. This format should be used for AWPB in the future years. A draft sample is below:

Table 29: Overall Annual Work Plan and Budget [Draft Sample]

Code	Description	Unit	Quantity	Unit Cost	Budget	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Implementer	Source	LEVEL
4.1.3	DP projects funding SNA permissive functions implemented and reviewed for their feasibility				36,117	-	-	-	-	11,117	-	6,250	6,250	6,250	6,250	-	-	MOP		1
4.1.3.1	TOT training for the 11 target districts and 1 Khan on Co	Training			11,117	-	-	-	-	11,117	-	-	-	-	-	-	-	Department of Sub National Plannin		2
625F410301301	Cost for venue	Day	2	450	900	-	-	-	-	900	-	-	-	-	-	-	-		UNICEF	3
625F410301302	Costs for materials, documents and preparations	Lump-su	60	5	300	-	-	-	-	300	-	-	-	-	-	-	-		UNICEF	3
625F410301303	DSA for all participants and relevant people as necessa	Lump su	1	6,557	6,557	-	-	-	-	6,557	-	-	-	-	-	-	-		UNICEF	3
625F410301304	Refreshments and meals if any	Person-	120	3	360	-	-	-	-	360	-	-	-	-	-	-	-		UNICEF	3
625F410301305	Travel cost and transportations	Lump su	1	3,000	3,000	-	-	-	-	3,000	-	-	-	-	-	-	-		UNICEF	3
4.1.3.35	Review Sub-national guidelines to reflect new adopted	Workshop			25,000	-	-	-	-	-	-	6,250	6,250	6,250	6,250	-	-	Department of Sub National Plannin		2
625F410335301	Cost for venue	Day	8	350	2,800	-	-	-	-	-	-	700	700	700	700	-	-		UNICEF	3
625F410335302	Costs for materials, documents and preparations	Lump-su	1	800	800	-	-	-	-	-	-	200	200	200	200	-	-		UNICEF	3
625F410335303	DSA for all participants and relevant people as necessa	Workshd	4	4,000	16,000	-	-	-	-	-	-	4,000	4,000	4,000	4,000	-	-		UNICEF	3
625F410335304	Refreshments and meals if any	Workshd	4	400	1,600	-	-	-	-	-	-	400	400	400	400	-	-		UNICEF	3
625F410335305	Travel cost, fuel and transportations for participants	Lump Su	1	3,800	3,800	-	-	-	-	-	-	950	950	950	950	-	-		UNICEF	3
5.8.1	All planning systems fully designed and tested, in the form of guidelines, manuals and tra				39,540	-	-	-	-	12,380	10,520	16,640	-	-	-	-	-	MOP		1
5.8.1.1	Organize workshop on reflection of existing SNA Plann	Workshop			12,380	-	-	-	-	12,380	-	-	-	-	-	-	-	Department of Sub National Plannin		2
6255580101301	Cost for venue	Day	1	280	280	-	-	-	-	280	-	-	-	-	-	-	-		SDC	3
6255580101302	Costs for materials, documents and preparations	Lump-su	1	300	300	-	-	-	-	300	-	-	-	-	-	-	-		SDC	3
6255580101303	DSA for all participants and relevant people as necessa	Lump su	1	8,500	8,500	-	-	-	-	8,500	-	-	-	-	-	-	-		SDC	3
6255580101304	Refreshments and meals if any	Person-	100	3	300	-	-	-	-	300	-	-	-	-	-	-	-		SDC	3
6255580101305	Travel cost and transportations	Person	100	30	3,000	-	-	-	-	3,000	-	-	-	-	-	-	-		SDC	3
5.8.1.3	Review and revise the SNA planning guidelines for the p	Workshop			10,520	-	-	-	-	-	10,520	-	-	-	-	-	-	Department of Sub National Plannin		2
6255580103301	Cost for venue	Day	2	280	560	-	-	-	-	-	-	560	-	-	-	-	-		SDC	3
6255580103302	Costs for materials, documents and preparations	Lump-su	1	300	300	-	-	-	-	-	-	300	-	-	-	-	-		SDC	3
6255580103303	DSA for all participants and relevant people as necessa	Lump su	1	7,500	7,500	-	-	-	-	-	-	7,500	-	-	-	-	-		SDC	3
6255580103304	Refreshments and meals if any	Person-	120	3	360	-	-	-	-	-	-	360	-	-	-	-	-		SDC	3
6255580103305	Travel cost and transportations	Person	60	30	1,800	-	-	-	-	-	-	1,800	-	-	-	-	-		SDC	3
5.8.1.5	Conduct refresher training on planning tools and appro	Training			16,640	-	-	-	-	-	-	16,640	-	-	-	-	-	Department of Sub National Plannin		2
6255580105301	Cost for venue	Day	3	560	1,680	-	-	-	-	-	-	1,680	-	-	-	-	-		SDC	3
6255580105302	Costs for materials, documents and preparations	Lump-su	1	240	240	-	-	-	-	-	-	240	-	-	-	-	-		SDC	3
6255580105303	DSA for all participants and relevant people as necessa	Training	1	12,000	12,000	-	-	-	-	-	-	12,000	-	-	-	-	-		SDC	3
6255580105304	Refreshments and meals if any	Training	1	720	720	-	-	-	-	-	-	720	-	-	-	-	-		SDC	3
6255580105305	Travel cost and transportations	Training	1	2,000	2,000	-	-	-	-	-	-	2,000	-	-	-	-	-		SDC	3
5.8.2	Develop and revise computerized planning tools to support the new processes				23,580	-	-	-	-	-	-	-	11,790	-	-	11,790	-	MOP		1
5.8.2.3	Conduct refresher training on data collection, analysis	Training			11,790	-	-	-	-	-	-	-	-	-	-	11,790	-	Department of Sub National Plannin		2
6255580203301	Cost for venue	Day	2	280	560	-	-	-	-	-	-	-	-	-	-	560	-		SDC	3
6255580203302	Costs for materials, documents and preparations	Lump-su	1	210	210	-	-	-	-	-	-	-	-	-	-	210	-		SDC	3
6255580203303	DSA for all participants and relevant people as necessa	Lump su	1	8,500	8,500	-	-	-	-	-	-	-	-	-	-	8,500	-		SDC	3
6255580203304	Refreshments and meals if any	Person-	140	3	420	-	-	-	-	-	-	-	-	-	-	420	-		SDC	3
6255580203305	Travel cost and transportations	Person	70	30	2,100	-	-	-	-	-	-	-	-	-	-	2,100	-		SDC	3
5.8.2.8	Conduct refresher training for Capital and provinces or	Training			11,790	-	-	-	-	-	-	-	11,790	-	-	-	-	Department of Sub National Plannin		2
6255580208301	Cost for venue	Day	2	280	560	-	-	-	-	-	-	-	560	-	-	-	-		SDC	3
6255580208302	Costs for materials, documents and preparations	Lump-su	1	210	210	-	-	-	-	-	-	-	210	-	-	-	-		SDC	3
6255580208303	DSA for all participants and relevant people as necessa	Lump su	1	8,500	8,500	-	-	-	-	-	-	-	8,500	-	-	-	-		SDC	3
6255580208304	Refreshments and meals if any	Person-	140	3	420	-	-	-	-	-	-	-	420	-	-	-	-		SDC	3
6255580208305	Travel cost and transportations	Person	70	30	2,100	-	-	-	-	-	-	-	2,100	-	-	-	-		SDC	3
9.1.3	Program operations and general administration supported				15,920	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	MOP		1
9.1.3.1	Office stationeries and cleaning supplies supported at	Month			15,920	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	Department of Sub National Plannin		2
6255910301205	Vehicle repair and maintenance	Month	12	80	960	80	80	80	80	80	80	80	80	80	80	80	80		SDC	3
6255910301208	Fuel for vehicle, oil and transportation	Month	12	90	1,080	90	90	90	90	90	90	90	90	90	90	90	90		SDC	3
6255910301210	Office materials, supplies and small equipment	Month	12	70	840	70	70	70	70	70	70	70	70	70	70	70	70		SDC	3
6255910301214	Vehicle insurance	Lump-su	1	60	60	5	5	5	5	5	5	5	5	5	5	5	5		SDC	3
6255910301215	Communications	Month	12	20	240	20	20	20	20	20	20	20	20	20	20	20	20		SDC	3
6255910301216	DSA for regular monitoring, backstopping and other ev	Month	12	600	7,200	600	600	600	600	600	600	600	600	600	600	600	600		SDC	3
6255910301217	Translation and publications	Month	12	200	2,400	200	200	200	200	200	200	200	200	200	200	200	200		SDC	3
6255910301220	Bank charges	Month	12	20	240	20	20	20	20	20	20	20	20	20	20	20	20		SDC	3
6255910301222	Vehicle tax	Lump-su	1	400	400	33	33	33	33	33	33	33	33	33	33	33	33		SDC	3
6255910301225	Travel cost for regular monitoring, backstopping and o	Lump su	1	2,500	2,500	208	208	208	208	208	208	208	208	208	208	208	208		SDC	3
Sub-Total					115,157	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327			

[NCDD AWPB template form to be used]

5.2.3 LASED II Annual Work Plan and Budget (Process)

The AWPB is the actual operational work plan of the project and details, under the general activities outlined in the OAWP, smaller sub-activities, indicators, means of verification and responsibility. For each target commune, field facilitation staff develops their commune work plans following the AWPB of the project.

Following yearly technical reviews and an assessment of the lessons learnt the annual work plans (AWP) are jointly prepared by the responsible Government officials of the Project Managements and service providers, hired NGOs and consultants etc. responding to the needs identified from the technical reviews. The Annual Reviews of the work plans every year will usually take place at the end or beginning of each year. As far as possible, such reviews will be undertaken in conjunction with the yearly reviews of budget allocation. The AWP reviews will compare the achievements against the planned results, activities, inputs and out-puts as described in the preceding AWP, with an analysis of the reasons for success or failure.

Periodic financial utilization reporting combined with the reports on activities and results, including emerging issues, will assist the Project Managements to prepare for insightful annual project implementation reviews.

Complementary to the project reviews, field implementation staff will enable the emerging institutions of the poor to conduct their own (community-based) performance assessments that will be scaled up and addressed in the AWP of the project. (Please refer to “community-based monitoring and evaluation” section 10 in the COM.)

The below process will be used under LASED II:

- (a) Preparation of the LASED II AWPB should begin with a workshop to agree the format and work plan for AWPB preparation, and the overall targets for the coming year. The preparation team will seek close communication with the World Bank Task Team from the start of the AWPB preparation throughout the process.
- (b) Each Province should then prepare an AWPB submission based on the actual situation in the target communes. For **Component 1** activities, the Province should prepare the overall work-plan for each Commune, based on the Social Land Concession Plan. Then, the Province should divide the Component 1 activities into:
 - Activities for which the Commune will be directly responsible (mainly small infrastructure activities);
 - Activities for which the Provincial Administration will be responsible (mainly services to be provided through Provincial technical departments); and
 - Activities for which NCDDDS will be responsible for procurement.
- (c) The Provincial Administration will liaise with NCDDDS to agree on the procurement responsibilities.
- (d) Finally, the Provincial Administration would develop a detailed activity budget by component (not including the Component 1 activities for which NCDDDS will be responsible for procurement).
- (e) The Provincial LASED II AWPB should be approved by the Provincial Project Manager and submitted to NCDDDS with a copy to GSSLC and GDA.

- (f) GSSLC, NCDDS and GDA then prepare their own sections of the AWPB, based on the Provincial work-plans and (for NCDDS) including Component 1 activities for which they will be responsible for procurement.
- (g) GSSLC, NCDDS and GDA jointly consolidate the AWPB and prepare the summary sections;
- (h) The draft AWPB will be shared in with the World Bank Task Team October each year and a response from WB will be provided within 2 weeks;
- (i) If required for finalization, a consultation meeting will be held between WB, MEF and the LASED Team;
- (j) The Project Director submits the complete AWPB to World Bank for No Objection.

5.2.4 Contracting Arrangements

General Principles - All LASED II implementation activities are governed by contracts that clearly describe work plans and budgets, expected outputs, implementation responsibilities and conditions of payment.

The main contracts are between NCDDS and the Provincial Administration in each Province. There will be sub-contracts between Provincial Administration and PLUAC. Activities to be implemented by technical departments, by District Working Groups and by Commune Councils may be:

- (c) Included in agreements between PLUAC and the implementing agency, or
- (d) Included in separate sub-contracts between Provincial Administration and the implementing agency.

The choice between these two modalities will be a matter of convenience, but in general separate sub-contracts should only be used where there is a large package of activities and budget to be implemented by a single agency.

Provincial Social Land Concessions Contract - The LASED II Provincial AWPB is reflected in an annual Provincial SLC Contract between NCDDS and the Provincial Administration. The Provincial SLC Contract includes:

- (a) Activities and expenditures that will be assigned to sub-contracts; and
- (b) Activities and expenditures that will be implemented directly by Provincial Administration

Table 30: SLC Contract Structure – Provincial Level

SLC Contract Structure: Provincial Level	
Contract Parts	Signatories to the Contract
<ol style="list-style-type: none"> 1. Standard Terms and Conditions 2. Narrative description of Work-Plan 3. Annual Work-Plan and Budget Tables 	<ul style="list-style-type: none"> • Director of NCDDS-PSD • Provincial Governor (Chairperson of PA)

Sub-Contracts - The activities and expenditures to be included in sub-contracts include:

- (a) Operating expenditures of PLUAC, SLMC and LASED Provincial Support Team;
- (b) Operating expenditures of District Working Group and LASED District Support Teams;
- (c) Operating expenditures of Commune Councils;
- (d) Capacity Building Costs (except those implemented directly by Provincial Administration staff); and
- (e) Rural Infrastructure and Services Costs.

Table 31: SLC Contract Structure – Sub-Contract

SLC Contract Structure: Sub-Contract	
Contract Parts	Signatories to the Contract
<ol style="list-style-type: none"> 1. Standard Terms and Conditions 2. Narrative description of Work-Plan 3. Detailed Budget and Payment Schedule 	<ul style="list-style-type: none"> • Provincial Governor • Head of Implementing Agency

5.3 Human Resources Management

5.3.1 Recruitment and Management of National and Sub-National Levels Personnel

- (a). Staffs appointed to the NCDDSD Program Support Division to meet the staffing needs of LASED II are subject to the standard conditions for recruitment, management and remuneration of NCDD staff as described in the NCDD Administration Manual and NCDDSD are subject to the terms of reference for each position.
- (b). Staffs of GSSLC appointed by Prakas of the MLMUPC and upon the request of the Secretary General of the GSSLC (SD 19 ANK/BK), and GSSLC staff and consultants working under LASED II are subject to the standard conditions for recruitment, management and remuneration followed by MLMUPC, and GSSLC are subject to the terms of reference for each position.
- (c). Staffs of GDA appointed by Prakas of the MAFF and upon the request of the Director General of the GDA, and GDA staff and consultants working under LASED II are subject to the standard conditions for recruitment, management and remuneration followed by MAFF and GDA are subject to the terms of reference for each position.
- (d). Terms of Reference for the GSSLC, NCDDSD, and GDA staff working full or part time on the LASED II project are attached as Annexes. [\[Annex 13D, 13E, and 13F\]](#)

5.3.2 Staffs and Consultants Performance Appraisal

Staffs and consultants working under LASED II are subject to evaluate the annual performance appraisal by direct supervisor at national and sub-national levels and send to the project director (or project management team) for final decision. There are two steps for staffs and consultants performance appraisal including (1) fill an annual appraisal form by staffs and consultants and (2) individual face to face appraisal by direct supervisor at national and sub-national levels (for project staffs) and the consultants are evaluated by project management team (or project director). The annual performance appraisal regularly conducts in the fourth quarter of the year and the eligible staffs and consultants will continue for the next year.

5.4 Financial Management and Disbursement Procedures

LASED II fully adopts rules, procedures and controls of all areas of financial management in the SOP's Financial Management Manual (FMM) issued by the government on 22 May 2012 for GSSLC and GDA and in NCDDSD Financial and Administration Manual (FAM) for NCDD and its sub-national entities (provincial project office at the Provincial Administration and Commune/Sangkat). For financial management of the communities, they are stated in COM.

Where applicable, a reference is made to SOP's FMM or NCDDSD's FAM to avoid repetitions of policies and procedures. What are stated in this PIM are specific policies, procedures and processes of financial management for the Project.

Below are some agreed actions, in addition to those included in PAD, to further strengthening the financial management of LASED II.

Actions	Responsibility	Timetable
MAFF/GDA to (a) install Peachtree accounting software, including designing financial reports; (b) development of procedures for accounting for receipts, payment, reporting, record keeping, and other FM related aspect as part of the supplementary FM manual, (c) training on FM, disbursement and Peachtree software	MAFF	3 months after effectiveness
FM consultant to design a new chart of account (CoA) for the project taking into account the new Government's CoA and design financial reports in Peachtree and explore options to remove the activity code from the CoA	NCDD	3 months after effectiveness
FM training on new Peachtree's functions, including consolidation processes, and updated FM procedures to be carried out by the FM consultant.	All IAs	3 months after effectiveness

5.4.1 Disbursement Arrangement and Controls over Allocations per Category

5.4.1.1 Disbursements and Fund Flows

Disbursement procedures provided in the Disbursement Letter are:

- Reimbursement
- Advance
- Direct Payment
- Special commitment

Funds from the World Bank are channeled to three Designated Accounts (DA) each of which is maintained by GSSLC, GDA and by NCDD for its operations.

Below is the fund flow diagram for the whole project.

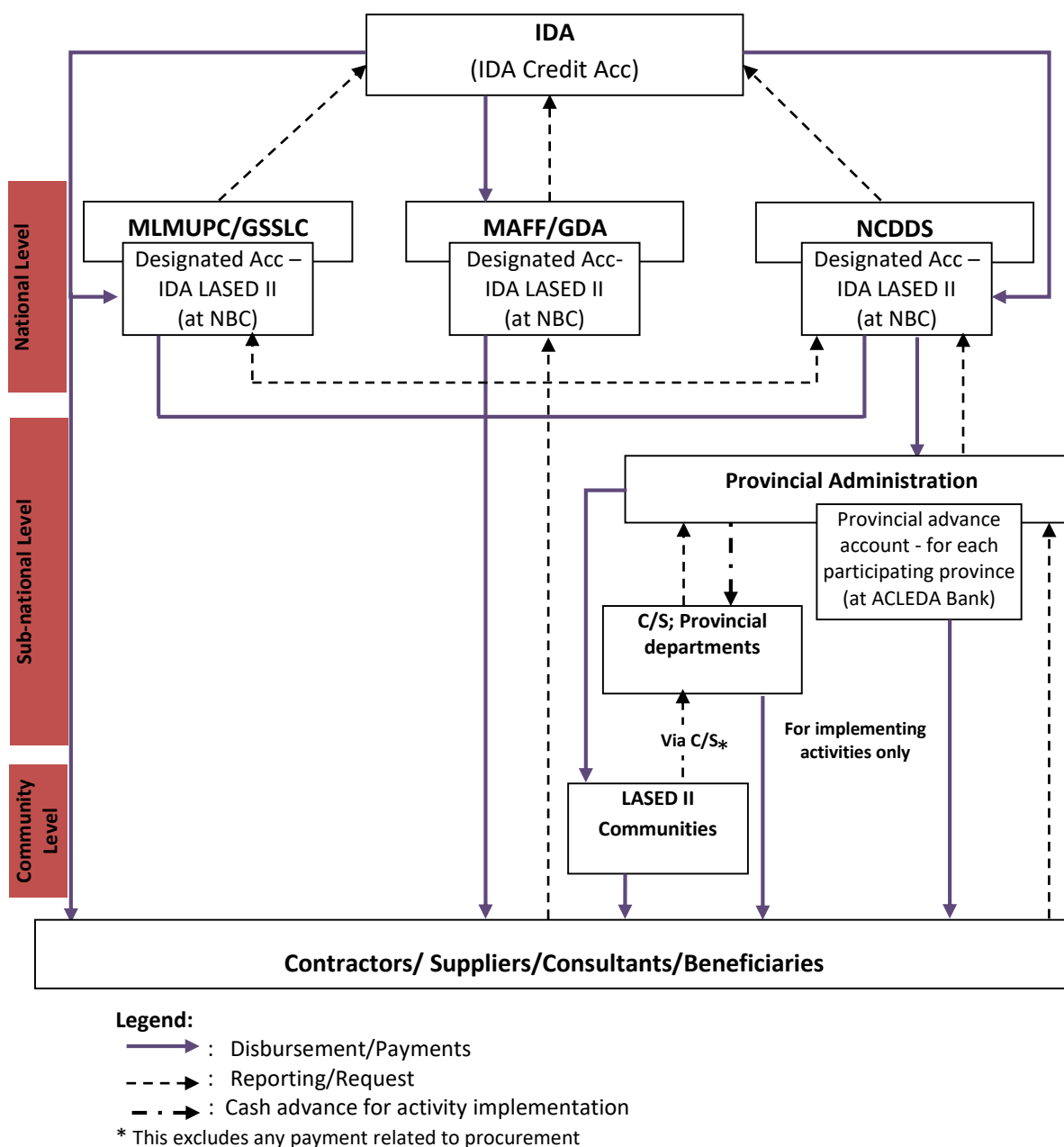


Figure 7: Disbursement and Fund Flow

Funds to GDA, provincial project office and communities are channeled through a commercial bank named Acleda Bank.

5.4.1.2 Designated Account - Details of the three DA and specimen signature are:

Table 32: Designated Account

Implementing Units	Bank	Account Name	Account Number	Specimen Signature
GSSLC	NBC	Xxxx	Xxxx	See Appendix xxx
NCDDS	NBC	Xxxx	Xxxx	See Appendix xxx
GDA	NBC	Xxxx	Xxxx	See Appendix xxx

Detailed controls, procedures and policies on management of DA are in Section 9.2 of SOP's FMM.

5.4.1.3 Initial Advance

Initial advance for the three DAs provided in the Disbursement Letter are:

Table 33: Initial Advance

Implementing Units	Account Name	Ceiling (US\$)
GSSLC	Xxxx	150,000
NCDDS	Xxxx	1,600,000
GDA	Xxxx	50,000

Detailed controls, procedures and policies on initial advance are in Section 17.3.1 of SOP’s FMM.

As soon as the project is effective, GSSLC, GDA and NCDDS shall request for this initial advance for operations.

5.4.1.4 Replenishment

Replenishment to the DA is done via the Statement of Expenditure (SOE) and Summary Sheet. GSSLC, GDA and NCDDS are responsible to ensure that replenishments to DA are done regularly so that funds in DA are sufficient for operations.

Detailed controls, procedures and policies on this are in Section 17.3.2 of SOP’s FMM.

5.4.1.5 Reimbursement

Detailed controls, procedures and policies on this are in Section 17.3.3 of SOP’s FMM.

5.4.1.6 Direct Payment

Detailed controls, procedures and policies on this are in Section 17.3.4 of SOP’s FMM.

5.4.1.7 Special Commitment

Detailed controls, procedures and policies on this are in Section 17.3.5 of SOP’s FMM.

5.4.1.8 Controls over Allocations per Category

Allocations of the World Bank’s Credit provided in the Financing Agreement are in SDR in the following table. Financial data in the IFR and audited financial statements are in US\$. Financial data in SDR is available in the Bank’s Client Connection of which the finance staff have access to it.

Table 34: Control Over Allocation per Category

Category	Amount of Credit Allocated (SDR)	Percentage of Expenditures to be financed (inclusive of Taxes)
(1) Works, Goods, Consultants’ services, Training and Workshop and Incremental Operating Costs under Parts 1 and 2 of the Project	xxxx	100%
(2) Community grant under Parts 1.2 and 1.3 of the Project	xxxxx	100% of amounts disbursed
(3) Emergency Expenditures under Part 3 of the Project	0	100%
TOTAL	Xxxxx	

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The Finance Officers of NCCDS, GSSLC and GDA shall control the expenses in SDR as provided in the Client Connection to ensure that the Project is not over committed its available fund. The following form should be used to control the amount in SDR, the commitment and projections until the closing date.

Table 35: Control Over The Amount in SDR

No.	Category	Current Allocation per GA	Actual Expenses up to xx/xx/201xx (Already disbursed/claimed under CC Category Schedule)	Total to be claimed under CC (from xx/xx/xxx onwards)	Total Expenditures	Deference between Current Allocation per GA and Total Expenditures
		1	2	5	6 = 2+5	7 = 1-6
		(XDR)	(XDR)	(XDR)	(XDR)	(XDR)
	1					
	2					
	3					

Table 36: Control Over the Commitment and Projections

No.	Category	Already Paid but NOT yet Claimed under CC (xxx/xxx/xxx)	Estimated Expenditure from xxxx to end of Project	To be claimed under CC (from xxxx onwards)	
		3	4	5 = 3 + 4	
		(USD)	(USD)	(USD)	(XDR)
	1				
	2				
	3				
Total		-	-	-	-

Exchange rate (USD/XDR)

xxxx

Note:

- Column 1 The existing allocations according to the amended Financing Agreements
- Column 2 The actual disbursement in XDR from the Client Connection.
- Column 3 Fill in the expenditures already paid but NOT yet claimed under CC (for xxx 201xx)
- Column 4 Fill in the projected expenditures from now until end of project
- Column 5 The sum of column 3 and 4
- Use the exchange rate of [date] to convert the expenses to be claimed under CC from USD to XDR
- Column 6 The sum of column 2 and 5
- Column 7 The different between column 1 and 6

This should be done annually for the first two years of the project and quarterly afterward.

5.4.2 Financial Accounting System

5.4.2.1 Chart of accounts

The new chart of accounts of the Government is used as the basis to formulate the project's chart of accounts to enable financial reports by (i) government's budget line, (ii) by cost category, (iii) by sources of funds and (iv) by component/sub-component.

For NCDDS and its sub-national entities, there is a need to produce financial reports by activities in the annual work plan. To get this reporting, the Job function in Peachtree system is used rather than incorporating the activity codes in the chart of accounts.

The structure of the chart of accounts for the project will be developed by the FM consultants.

- (a) For NCDDS, its sub-national entities and GDA who use Peachtree system

[The structure of the chart of accounts for the project will be developed by the FM consultant for NCDD]

- (b) For GSSLC who uses ACCPAC

[The structure of the chart of accounts for the project will be developed by the FM consultant for GSSLC.]

5.4.2.2 Control over vouchers

A voucher is used as a document to initiate a transaction in the accounting system. It helps ensure completeness of transactions of the Project. To achieve this objective, all vouchers should be sequentially pre-numbered. All numbers shall be accounted for. Cancelled vouchers shall be kept and filed.

5.4.2.3 Accounting standards and accounting principles

- (a) **Basis of preparation:** The financial statements of the Project, which are expressed in United States Dollar ("US\$"), have been prepared in accordance with modified cash basis of accounting. Under this basis of accounting, fund received is recognized when received rather than when the right to receive it arises, and expenditure is recognized when it is paid rather than when incurred, except for the advance payments to staff which are initially recognized as receivables and only recognized as expenditures when they have been liquidated by invoices supporting the related expenditures.
- (b) **Sources of funds:** Sources of funds consist of funds from the IDA transferred directly to the Project's designated accounts held at National Bank of Cambodia and direct cash disbursements made by the IDA credit.
- (c) **Cash:** Cash consists of bank balances and petty cash on hand with insignificant risk of changes in values.
- (d) **Advances:** Outstanding cash advances are recorded as receivables in the statement of financial position and recognized as expenditures in the statement of sources of funds and expenditures upon liquidation.
- (e) **Expenditures:** Expenditure is recognized when payment is made rather than when it is incurred, except for advance payments to staffs, suppliers and contractors which are initially recognized as advances and recognized as expenditure when they are liquidated by presentation of supporting invoices.

- (f) **Fixed assets:** Equipment procured is recognized as expenditure when received or when handed-over from the contractors or suppliers upon the respective acceptance and approval by the Project.
- (g) **Foreign currency transactions:** Expenditures and withdrawals in foreign currencies (other than US\$) are converted into US\$ at the prevailing exchange rates declared by the National Bank of Cambodia ruling or market exchange rate at the date of transactions. Monetary items denominated in foreign currencies are translated into US\$ for reporting purposes at the closing exchange rate prevailing at the reporting date.

5.4.2.4 Computerized accounting system

NCDDS, GDA and provincial project offices use Sage 50 software (formerly known as Peachtree). NCDDS is responsible for consolidating transactions from its sub-national entities.

GSSLC uses ACCPAC accounting software to manage its financial transactions.

5.4.3 Financial Management at National Level

5.4.3.1 Financial Management Organization Structure for NCDD, GSSLC, GDA

At the national level, one local FM consultant who stations at NCDDS provides hands-on support and capacity building to finance counterpart staff of NCDDS, GSSLC, GDA and provincial project offices. Responsibilities for day-to-day operations of the project’s financial management rest with the counterpart staff; while the FM consultant are responsible for budget preparation, financial data analysis and for ensuring that project’s financing covenants in the agreement are met.

[To include FM structure and summary of main responsibilities in FM for each FM staff – this will be develop and trains by the firm]

5.4.3.2 Receipts Management

Detailed controls and policies on this are in Section 10 of SOP’s FMM.

Income for the Project is generally comprised of (i) funds received from the World Bank (for both into the DA and direct payment by the World Bank) and (ii) income from sales of bidding documents. Income from the World Bank is accounted for and recorded by NCDDS, GDA and GSSLC.

Table 37: Steps to account for fund receipts into the bank account (DA or Project Advance Account) are:

Process	Description of Action
1. Collecting documents	Credit advice is received from the bank by the Finance Officer.
2. Preparing Bank Receipt Voucher	A Bank Receipt Voucher is prepared by the Cashier or Admin Officer.
3. Reviewing Bank Receipt Voucher	The Finance Officer reviews the Bank Receipt Voucher, together with the supporting document, and ensure that the information in the Bank Receipt Voucher is correct and in line with the credit advice.
4. Approving Bank Receipt Voucher	The Project Director of GSSLC or Project Coordinator of NCDDS or GDA approves the Bank Receipt Voucher.
5. Posting Bank Receipt Voucher	The Finance Officer posts information in the accounting software.
6. Filing Bank Receipt Voucher	Bank Receipt Voucher, together with credit advice and other documents, is filed in the Bank Receipt folder in order and by month.

Table 38: Steps to account for direct payment by the World Bank

Process	Description of Action
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1. Collecting documents	When the World Bank remits funds to the suppliers/contractors/consultants, the Project can get such information from the Client Connection. Debit advice can be printed from the Client Connection as an evidence of payment.
2. Preparing Journal Voucher	A Journal Voucher is prepared by the Finance Officer. The accounting entry is 'Dr. Expenses and Cr. Receipts'.
3. Approving Journal Voucher	The Project Director of GSSLC or Project Coordinator of NCDDES or GDA reviews and approves the Journal Voucher.
4. Posting Journal Voucher	The Finance Officer posts information in the accounting software.
5. Filing Journal Voucher	Journal Voucher, together with supporting documents, is filed in the Journal Voucher folder in order and by month.

Table 39: Steps to account for cash received as sales of bidding documents are:

Cash received from sales of bidding documents shall be first recorded in the project's accounting system and then transfer to the Government's bank account as indicated in SOP's FMM.

Process	Description of Action
1. Preparing Official Receipt	An Official Receipt is prepared by the Cashier or Admin Officer who receives cash.
2. Preparing Bank Receipt Voucher	When cash is deposited into the project bank account, a Bank Receipt Voucher is prepared to account for the receipts of cash as income. Official Receipts are attached with the Bank Receipt Voucher as supporting documents.
3. Reviewing Bank Receipt Voucher	The Finance Officer reviews the Bank Receipt Voucher, together with the supporting document, and ensure that the information in the Bank Receipt Voucher is correct.
4. Approving Bank Receipt Voucher	The Project Director of GSSLC or Project Coordinator of NCDDES or GDA approves the Bank Receipt Voucher.
5. Posting Bank Receipt Voucher	The Finance Officer posts information in the accounting software.
6. Filing Bank Receipt Voucher	Bank Receipt Voucher, together with Official Receipt, is filed in the Bank Receipt folder in order and by month.

When cash is transferred to the Government's bank account, Bank Payment Voucher is prepared and processed. The accounting entry for this transfer of fund is 'Dr. Transfer of fund and Cr. Cash at bank'.

5.4.3.3 Contract expenditure and other expenditure (MEF/FMM Ref 11)

5.4.3.3.1 Contract management and commitment control

After entering into the contract, relevant staff of IA should be assigned to monitor contract implementation and to review and certify deliverables/goods/works. The FM staff can only process payment when deliverables/goods/works are certified by assigned staff. The FM staff shall ensure that terms and conditions pertaining to payments and contract validity are met.

A contract register shall be maintained for each contract to monitor all payment made against the contract and remaining commitment. This is important to ensure that each contract is not over paid and the project is not over committed. The contract register shall be updated as soon as invoice is received and payment is made.

5.4.3.3.2 Payment Procedures for Civil Work/Goods/Consultants/Others

Payment for goods/consultants/works or other expenses can be made from petty cash, DA or via direct payment from the World Bank. As far as practicable, payment by cheque in the name of suppliers/consultants or by transfer is encouraged; while payment from petty cash shall be minimized.

Detailed controls and policies on this are in Section 11 of SOP's FMM.

Steps for payment by cheque and bank transfer are as follows:

- Invoices are sent to the Admin Office of the project and the admin staff stamps as Received and Date.
- Admin Assistant prepares a payment request form and passes to finance officer for reviewing. A budget is checked to ascertain that the expenses are within the available budget and the approved work plan.
- Finance Officer records it into Peachtree to produce a voucher and prepares a cheque in the name of the suppliers/consultants or prepare a transfer form,
- Finance Consultant reviews and checks all supporting documents, then initial on the voucher
- Project Coordinator/ Director approves.

5.4.3.3 Petty Cash Payment Procedures for other Expenses

Detailed controls and policies on this are in section 13.3.2 of SOP's FMM

5.4.3.4 Specific controls over soft expenditure

5.4.3.4.1 Policies on per-diem

Per-diem for mission or training workshop in provinces or Phnom Penh is \$14 for meal and \$20 for accommodation for an overnight stay. Receipt for meal and accommodation is not required; however, there must be an evidence to show that the person claiming per-diem actually goes on mission or attending training workshop outside their work station.

For overseas travel, the World Bank's rate is applied.

5.4.3.4.2 Local transportation rate

In principle, transportation expenses are paid based on valid and actual invoices from the service provider. Given the fact that it may be impossible to get factual invoices/receipts from many service providers such as taxi or motor taxi, a standard transportation rate of the following locations should be established and updated annually to reflect cost of petrol and road conditions.

- Phnom Penh to provinces
- Project provinces to SLC sites in each province
- Project provinces to Communes where SLC sites are located
- Project provinces to Districts where SLC sites are located

[See the local transportation rates for capital – province in Cambodia in Annex 4]

When project vehicle or motorcycles are used, transportation expenses are not provided.

5.4.3.4.3 Control over office supplies, fuel and repair and maintenance of vehicle

The project should have a contract with reliable office supplies shop, and garages specializing in brands of project vehicles to perform repairs and maintenance of the project vehicles.

Fuel for vehicles is purchased from a stations having a contract with the project and payment is made by cheque or bank transfer after receiving a monthly invoice showing details of each fuel filing and OD meters to monitor average fuel consumptions of each vehicle.

A contract should be for a period of one year and awarded based on price and quality comparison to ensure value for money of items purchased.

5.4.3.4.4 Policies on expenses on meetings, workshops, local training

Table 40: Standard rates for snack for meetings and workshop/training organized in a venue of IA are

	Meeting	Workshop/Training	Remark
Snack	\$2 per person per time	\$2 per person per time	
Lunch	N/A	\$6 per person	Lunch is provided only when it is necessary to resume workshop/trainings soon after lunch.

Snack for meetings is provided only when a meeting’s duration is more than three hours and has an agenda to produce a certain output.

Actual and valid receipts/invoices from the suppliers for expenses on training materials are required. There is no deduction in DSA although meals are provided.

5.4.3.4.5 Control over main office supplies

Some office supplies such as toner for printers and photocopiers are expenses. Given there are many printers and photocopiers, cartridge replacements and servicing for such equipment becomes an issue in tracking and monitoring their proper uses for project purposes. To enable project management to better control activities, each item of office equipment should bear an Equipment Control Card to record details of replacement of cartridges or maintenance service. The format of the Equipment Control Card is:

Table 41: Control over main office supplies

Name of Equipment: _____				Asset Code: _____		
Date	PV No. or other ref.	Type of Cartridge Replacement	Type of Maintenance Services	Name of Shop	Checked/ replaced by	Serviced by:

Procedures are:

- Before replacing any cartridge or getting equipment serviced, the project administrative assistant should check and sign the Equipment Control Card.
- A person who services the equipment also signs the Card.
- The Equipment Control Card should be attached to the equipment.

5.4.3.5 Community Grant for Development

Please refer to the Community Operations Manual for details on this.

5.4.3.6 Bank Accounts Management

Detailed controls and policies on this are in Section 9 of SOP's FMM.

[NCDDS, GDA and GSSLC maintain one DA each for operations.]

Each provincial project office maintains one current account at Acleda Bank to get an advance from NCDDS for operations and liquidated on a monthly basis. The ceiling of the advance is equal to its first six month budget including expenses for communities and relevant departments.

5.4.3.7 Petty cash management

Detailed controls and policies on this are in Section 13 of SOP's FMM.

5.4.3.8 Advance management

Detailed controls and policies on this are in Section 14 of SOP's FMM.

5.4.3.9 Fixed assets management

Detailed controls and policies on this are in Section 15 of SOP's FMM.

In addition, the Finance Officer of each IA shall ensure that the total amount in the Fixed Asset Register is reconciled with the amount reported in the IFR. This reconciliation is done in June and December every year.

5.4.3.10 Financial Reporting Procedures

Detailed controls and policies on this are in Section 19 of SOP's FMM.

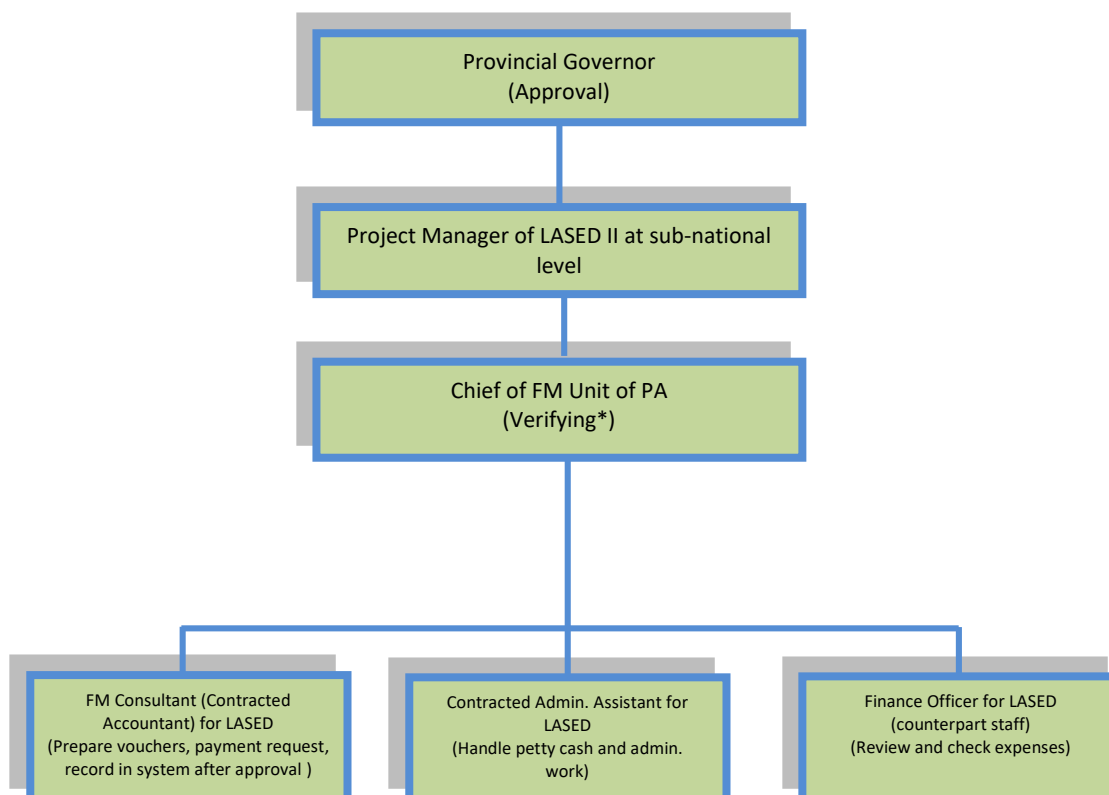
The format of the bi-annual IFR is to be developed and agreed with the World Bank.

5.4.3.11 File Management System

Detailed controls and policies on this are in Section 21 of SOP's FMM.

5.4.4 Financial Management at Sub-National Level

5.4.4.1 Financial Management Organization Structure for Provincial Administration and Community



* : Verification is done by either Chief of FM unit of PA or Project Manager of LASED II.

Figure 8: The structure of FM of the provincial project office

[FM structure for community is in the COM.]

5.4.4.2 Receipts Management

Detailed controls and policies on this are in NCDD's FAM.

5.4.4.3 Contract Expenditure and other Expenditures for other Expenses

Detailed controls and policies on this are in NCDD's FAM.

5.4.4.3.1 Contract Management and Commitment Control

Please refer to [Section 5.4.3.3.1 of PIM].

5.4.4.3.2 Bank Payment Procedures for Civil Works/Goods/Consultants/Others

Detailed controls and policies on this are in NCDD's FAM.

5.4.4.3 Petty Cash Payment Procedures for other Expenses

Detailed controls and policies on this are in NCDDS's FAM.

5.4.4.3.4 Financial Reporting of sub-national level

One a monthly basis, the Finance Officer, with the support from FM consultant, will print and review the following reports from Peachtree: **[This will be develop and trains by the firm].**

Analysis of significant variance of more than 10% between actual and budget for the month will be prepared and included in the monthly financial report.

Those reports shall be submitted to NCDDS no later than 10 days of the following month.

5.4.4.4 Specific Controls over Soft Expenditure

5.4.4.4.1 Policies on Per-Diem

Please refer to **[Section 5.4.3.4.1 of PIM.]**

5.4.4.4.2 Local Transportation Rate

Please refer to Section 5.4.3.4.2 of PIM.

5.4.4.4.3 Control over Fuel and Repair and Maintenance of Vehicle

Please refer to Section 5.4.3.4.3 of PIM.

5.4.4.4.4 Policies on Expenses on Meetings, Workshops

Please refer to Section 5.4.3.4.4 of PIM.

5.4.4.4.5 Control over Main Office Supplies

Please refer to Section 5.4.3.4.5 of PIM.

5.4.4.5 Community development grant

Please refer to **[Section 5.4.3.5 "Community grant for development" of PIM.]**

5.4.4.6 Fixed Assets Management

Detailed controls and policies on this are in NCDDS's FAM.

5.4.4.7 Advance Management

Detailed controls and policies on this are in NCDDS's FAM.

5.4.4.8 Bank Accounts Management

Detailed controls and policies on this are in NCDDS's FAM.

5.4.4.9 Petty Cash Management

Detailed controls and policies on this are in NCDDS's FAM.

5.4.4.10 File Management System

Detailed controls and policies on this are in Section 21 of SOP's FMM.

5.4.5 Internal and External Audit (MEF/FMM Ref 10)

5.4.5.1 Internal Audit

Each of NCCDS and GSSLC has the seconded internal auditor from the internal audit department/unit. The seconded internal auditor prepares the project's internal audit work plan for auditing the project and integrate it with Department/Unit's work plan which is approved by the Head of the IA. The annual budget plan for the project related internal audit work is included in the annual budget of the project.

The work performed by the seconded internal auditors should be subject to quality control by the chief of the internal audit department/unit. The internal audit reports should be issued by the chief rather than the seconded internal auditors to the Project Coordinator, Project Director and the Head of IA. Summary of internal audit reports should be included in the IFRs to be submitted to the World Bank.

More concepts and explanation on internal audit can be found in Section 20.1 of the SOP's FMM.

5.4.5.2 External Audit

The project is subject to an independent external audit on its financial statements annually. The selection of the external auditors is done by MEF as part of the audit bundling contract. The project should communicate with MEF to ensure that the project is included in the audit contract and get a copy of the contract to understand the scope of work and expected deliverables of the external auditor.

The project shall coordinate with the external auditor to have the annual financial statements submitted to the Bank no later than six months following the end of each fiscal year.

Should there be any adjustment to the financial statements, the project shall ensure that such adjustments are effected in its accounting system.

The auditor will deliver two reports – (1) audit opinion on the audited financial statements and (2) management letter. The project shall endeavor to implement all recommendations in the management letter. Should there be weaknesses identified by the auditor, the project should prepare a time bound action plan to remedy such weaknesses and report to the World Bank.

More concepts and explanation on internal audit can be found in Section 20.2 of the SOP's FMM.

The auditor's opinion and the audited financial statements of the project shall be disclosed in the website of each implementing agency once the Bank acknowledges a receipt of the audit report.

5.5 Procurement

5.5.1 General Procurement Arrangements

This PIM provides general guidance on the roles and responsibilities for carrying out procurement under LASED II, and also provides references to the important project documents in which the applicable procurement methods and the World Bank's review requirements for LASED II are set out in the Financing Agreement and agreed Procurement Plan attached to this PIM **[Annex 5]**.

In case of any conflict between the provisions in this Project Implementation Manual and the Project Financing Agreement, the Project Financing Agreement will take precedence and govern.

5.5.2 Applicable Procurement Guidelines and Procedures

All procurement under LASED II must be carried out in accordance with the World Bank's "Guidelines: Procurement of Goods, Works, and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers" dated January 2011, revised July 2014, and "Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers" dated January 2011, revised July 2014.

Guidance for implementing the Procurement Guidelines and the Consultant Guidelines is provided in the Kingdom of Cambodia's updated Procurement Manual for all Externally Financed Projects/Programs in Cambodia: Promulgated pursuant to Sub-Decree 74 on Promulgating the updated Standard Operating Procedures for All External Financed Projects/Programs in Cambodia, dated May 22, 2012, subject to the improvements listed in the **NCB Annex to the Financing Agreement**.

In addition to the Kingdom of Cambodia's Procurement Manual updated May 22, 2012 for all externally Financed Projects/Programs in Cambodia, the guidance for carrying out some procurement activities under **Sub-Component 1.2 (Land Preparation and Infrastructure Development)** by the Communes/Sangkats is provided in the Commune/Sangkat PIM promulgated by the Prakas no. 231 of Ministry of Economy and Finance, and as may be revised from time to time and is acceptable to the World Bank.

According to paragraph 10.3.9 of the Kingdom of Cambodia's Procurement Manual updated May 22, 2012 for all externally Financed Projects/Programs in Cambodia, and paragraph 3.1.5 of the Commune/Sangkat Project Implementation Manual (PIM) dated January 2009, some procurement activities under **Sub-Component 1.2 (Land Preparation and Infrastructure Development)** may be carried out by the communities. The detail procedures for the community participation in procurement are included in the Community Operation Manual (COM).

The procurement to be carried out by the Commune/Sangkat Councils and the communities is subject to the maximum threshold values set out in the agreed initial Procurement Plan and all subsequent updates, to which the Bank has provided no objection.

5.5.3 Procurement Categories

Procurement under LASED II is divided into three major categories, being:

- (a) The Procurement of Goods (including Vehicles, office equipment, and similar items);
- (b) The Procurement of Civil Works (rural roads, small-scale irrigation systems, rural water supply, school buildings, teachers' houses, health posts and community centers, etc.) and
- (c) The Procurement of Consulting Services (including Technical Assistance for Capacity Building, Technical Assistance for Project Implementation, Consulting Services for Policy Studies and Project Monitoring and Evaluation, and Financial Audit services, etc.).

The procurement packaging by categories, procurement methods, and procurement thresholds (method thresholds and prior review thresholds) are included in the agreed procurement plan, which will be regularly updated as needed.

5.5.4 Procurement Responsibilities

Different procurement responsibilities are expected to be followed for the National, Communes, and Communities levels. These responsibilities are elaborated in each of the procurement manuals [Para. 5.4.2 above].

NCDDS has overall responsibility and coordination roles for all procurement activities under the LASED II Project. These include:

- (a) Prepare and consolidate the first 18 months Procurement Plan of LASED II (including the procurement at the sub-national levels) and subsequent updated procurement plan, and submit them to MEF for approval and the World Bank for the No Objection Letter;
- (b) Carry out all procurement activities at the national level;
- (c) Oversight and coordinate all procurement activities carried out by the sub-national levels (Communes/Sangkats councils and communities, where applicable).

- (d) Closely coordinate with GSSLC, GDA, and other concerned entities to ensure on-time contribution of all technical inputs such as the drawings, specifications, site survey/screening required for the procurement process.
- (e) Others as elaborated in the Kingdom of Cambodia's Procurement Manual dated May 22, 2012 for all Externally Financed Projects/Programs in Cambodia, and the Commune/Sangkat Project Implementation Manual (PIM), and the Community Operation Manual (COM), and in the PAD.

5.5.5 Procurement Supporting Roles by GSSLC and GDA

GSSLC, GDA, and other concerned technical entities shall contribute their technical inputs such as the drawings, specifications, site survey/screening required for the procurement process to NCDDS when required. Beside the supporting roles in providing technical inputs for procurement to NCDDS, GSSLC, GDA, and other concerned technical entities have no direct roles in carrying out the procurement process, except as specified in each procurement manual indicated in paragraph 5.4.2 above. This exception is normally on the support in clarifying or advising the technical matters if so requested by NCDDs during the procurement process.

- The procurement roles and responsibilities of communes, communities, and other concerned entities for the procurement at the sub-national levels are elaborated in the Communes/Sangkat PIM and COM, respectively.

5.6 Civic Engagement, Community Dialogue Framework, Complaints Handling Mechanism

5.6.1 Civic Engagement Framework

The project continues to adopt the Civic Engagement Framework (CEF) that has been successfully prepared, tested and introduced in the LASED Project. The CEF describes the principles and processes for public information dissemination and disclosure, encouraging public participation, ensuring transparency, accountability, and conflict resolution. The updated CEF is attached **[Annex 10]** to this PIM.

This Civic Engagement Framework of LASED was updated in the context of the proposed social land concession process and activities during the preparation of the LASED II projects in 14 sites. It has emerged through a number of versions based on consultations and valuable inputs and feedback by all stakeholders ranging from households and communities particularly the poor families, the official representatives of the villages and Commune Councils in the project areas, representatives of the District Working Groups (DWGs), and the members of the Provincial Land Use & Allocation Committees (PLUAC), interested NGOs both at provincial and national levels as well as with the inputs from the LASED lesson learned. It also developed on the expressed LASED and LASED II principles, namely:

- (a) Good governance and rule of law;
- (b) Supporting the Land Reform Agenda;
- (c) Participation and Gender;
- (d) Transparency and Accountability;
- (e) Sustainability.

Definition - Civic Engagement is one means by which ordinary citizens and/or civil society organizations participate directly or indirectly in exacting improved performance and accountability.

- (a) In a public sector context, social accountability refers to a broad range of actions and mechanisms that citizens, communities, civil society organizations and the media can use to hold public officials and public servants accountable.
- (b) This can be expanded to ensure accountability of all implementing stakeholders and service providers involved.

Aims - The Royal Government's LASED II team and the World Bank are cooperating to support and facilitate the development and implementation of an appropriate and meaningful Civic Engagement Framework for the LASED II project implementation ensuring:

- (a) Effective Consideration of transparency and accountability issues, information dissemination, stakeholder participation, and conflict resolution mechanisms are incorporated into the project and disseminated for the projects' implementation.
- (b) Building Consensus on the civic engagement concept and approaches by the Royal Government and other stakeholders including NGO and civil society.
- (c) The Development of Civic Engagement Tools and Guides to initiate and enable the engagement of civil society, NGOs and the participation of all project stakeholders.

Objectives

- (a) Ensuring that activities under LASED II will be conducted, following agreed upon principles.
- (b) The civic engagement framework will guide discussions and consultations with involved and interested stakeholders and observers to ensure that the activities are undertaken in a transparent and participatory manner and ensure that those undertaking the related activities on behalf of the Royal Government (at national, provincial, and district, commune and village levels) and involved NGOs are accountable for their actions.

Activities - The civic engagement framework guides establishing and maintaining the roles and relationship between RGCs' implementation stakeholders and civil society/interested/involved NGOs to complement each other, jointly contributing to the successful implementation of the SLC process and ensuring that poor families gain meaningful access and secure tenure to land and the means of production. The building and consolidation of social and institutional accountabilities are the key activities of the civic engagement that ensure information dissemination, participation, transparency and conflict resolution in all steps of SLC. These activities are based on the premise of continuous and timely provision of and access to information to complement and support the different steps of SLC processes and procedures by:

- (a) Improving and enhancing communication and disclosure as detailed in [[Attachment 2 Public Announcement Guidelines & Sample Notice Template](#)], [[Attachment 3 Suggested Civic Engagement Communication Materials](#)] and [[Attachment 5 draft leaflet for pre-launch SLC](#)].
- (b) Detailed measures to encourage and ensure greater participation –“informed family decision making” in [[Attachment 1 Civic engagement in social land concession process](#)].
- (c) Contributing to improving transparency in and accountability of those involved.

The Government and institutional stakeholders (LASED II PIAs, PLUAC, District Working Groups, staff and consultants, and Commune Councils) are the primary informants, as LASED II is the Royal Government program for land distribution and development. Best efforts should be made by involved local institutional stakeholders (Commune Councils, PBCs, and Village administrations) not just to provide documented information to families but also provide residents with the opportunity(ies) to seek formal explanations of what these documents contain.

A strong **community involvement** in the project is envisaged, organized in a specific way to encourage participation in and support to the SLC process actively from bottom up. Communities will be expected and prepared to engage in:

- (a) Explaining to villagers and making transparent the complex process of SLC during Pre-launch, state land identification, beneficiary identification, land allocation, and during the entire development phase;

- (b) Providing a public forum to villagers, in the form of (existing) **village information meetings**, to keep villagers informed, discuss problems and expose malpractices, if any, encountered during project implementation;
- (c) Assisting project authorities (CCs) and local NGOs in specific procedures, such as village land mapping, identification of individual beneficiaries, etc.;
- (d) Providing project beneficiaries with an opportunity to express their needs and demands, facilitating PIAs planning to respond with targeted and demand-driven support activities;
- (e) Applying mechanisms to tackle abuses and counter corruption.

To take up such an engagement, communities will themselves establish “**Community Support Groups**”. It is in these groups that people will have a real chance to discuss relevant issues and express their individual opinions, demands and needs in a way that many of them would not directly offer in public. Moreover, these groups are expected to contribute substantially to identify, minimize and partly resolve conflicts emanating from clashes of interests, which the project will inevitably be faced with in the land allocation process. **Local NGOs** with a solid record of several years involvement in participatory community development and people empowerment will be mandated to act as facilitators to complement and support the overall objectives of LASED by ensuring that villagers and communities are better informed and able to understand, participate and engage with those involved with officially implementing in the Social Land Concession process; providing additional means of communicating and explaining information on the process, procedures and empowering people to be involved at all stage of the SLC process and activities; can support, observe and communicate concerns and issues arising from the people; reporting on and/or contributing to validating incidence of abuses to involved responsible agencies enable better feedback and communication to involved institutional stakeholders.

Conclusion - It is expected that the framework approaches and activities will continue to evolve and be refined and developed as experiences are gained. It is felt that the current framework will contribute to improving the levels of actual participation, ensuring greater transparency and communication of relevant and important information to families and communities undertaking and close to Social Land Concession in a timely manner and by doing so reduce, and to the extent possible eliminate conflicts and disputes. Some of the issues being raised will ensure improved social accountability of the public officials and other stakeholders to those communities engaged in SLCs. It should also be noted that there is need to involve and encourage a broader range stakeholders and interested groups to get involved in SLC process as it expands. The effective implementation of civic engagement in the SLC process will be advantageous for replication of strong collaboration between the Royal Government and civil society, NGOs entities.

5.6.2 Complaints Handling Mechanism (CHM)

The Complaints Handling Mechanism (CHM) is one of the social accountability tools to receive and act upon complaints occurred, under the responsibility of the project, from beneficiaries or organization/institutions, in order to improve project effectiveness. The complaints can occur during all the process of project implementation in relation to inquiries or suggestions, rent seeking/corruption, unfair treatments/activities, omissions and behavior, and they can be in writing, verbal, and electronic forms. **The CHMs consists of systems and arrangements at two levels:**

- (a) **Local Level:** involves complaints from members or representatives of poor institutions (SHG, PG/PA CLF), provincial, district and commune facilitators, commune professionals;
- (b) **PM Level:** involves (government staff seconded to the project), consultants, NGOs and private sector who are the contractors or sub-contractors of the project. Citizens or institutions which do not directly involve with the project also can send their complaints to CHMs at Local Level or PMT level too.

The complainant(s) needs not be personally aggrieved or impacted, and may be acting merely in accordance with a sense of civic duty in bringing an occurrence to the attention of project authority. All complaints, whether notified by persons who feel personally aggrieved or acting out of a sense of civic duty, will be acknowledged and acted upon by project authority.

Key Principles - The following key principles underlie the community dialogue and complaints handling mechanism:

- (a) **Openness and transparency** - The project will keep a record of all complaints submitted, including their outcomes, and details of time taken to consider and resolve the complaints. A regularly up-dated summary of this record will be posted on the Project website. The project will take all complaints and view them as opportunities for project improvement.
- (b) **Fairness** - To ensure fairness, the project will establish a Complaints Handling Committee (CHC) at PM level. The committee is composed of Project Director, Provincial Project Manager, one representative from NGO partners, and one secretary. The Project Director is the head of the CHC. The secretary is a designed focal point person of PMT, from the Complaints Inspection Unit of Provincial Administration who will be in charge of collecting, classifying and sending complaints to CHC. All complaints will be treated confidentially, assessed impartially and handled in a transparent manner.
- (c) **Accessibility** - Complaints can be submitted via designated focal point persons of NGO or PM, via commune accountability boxes, or directly to NGO or PMT office. The complaints can be in writing, by phone, via email or through the project website. Complaints may be made by or on behalf of an individual (farmer, vulnerable, handicap), a community, (SHG, PG/PA CLF), or an organization (NGO partner), or any institution such as media. Individuals or institutions can submit complaints either directly, or through proxy organizations. The information of CHMs will be posted on project website, publication in project documents, especially those that target grassroots level such as internal rules of poor institutions, technical manuals and leaflets.
- (d) **Responsiveness and effectiveness** - The focal point person will be trained in complaints handling so that he/she can effectively act upon and respond to the complaints. He/she is also given adequate means and powers to investigate complaints (e.g. interview witnesses, access records, etc.). Receipts of all submissions will be acknowledged within 5 working days. Consideration of valid complaints by the CHC will occur within 30 working days, giving time for collection and examination of evidence if required. Additional time may be required for negotiation with aggrieved parties, but resolution should not exceed 45 working days.
- (e) **Anonymity and confidentiality** - Individuals or institutions submitting complaints may request anonymity, in which case their names will not be made public. Confidentiality will also be observed during the period in which the CHC is considering a case (e.g., the source and any person, contractors or entity accused of wrongdoing should be protected).

Institutional Arrangements - Complaints Handling Mechanism (CHM) at Local Level - Each NGO partner should have a designated focal point person, who will receive, screen, and route the complaints as appropriate, whether to be handled within NGO through its own usual implementing mechanism or forwarded elsewhere. If the solution to a complaint cannot be achieved, the complaint will be referred to PM. **At the Local level, it is envisaged that complaints may fall under the situations below:**

- (a) The complaint refers to group formation, group regulation, savings, inter-loaning, repayment, training, distribution of funds, and livelihood activities that fall under the mandates of NGOs or

other service providers at grassroots level. Only these service providers are expected to know best and find solution at first hand;

- (b) The complaint refers to an issue outside the mandate and scope of work NGOs or any service provider should be channeled to the appropriate institutions; and
- (c) The submission is not a complaint but, in effect, a request for information or clarification. The required information or clarification, if within the mandate of the NGOs or other service provider will be provided directly or will be channeled to PM, if needed.

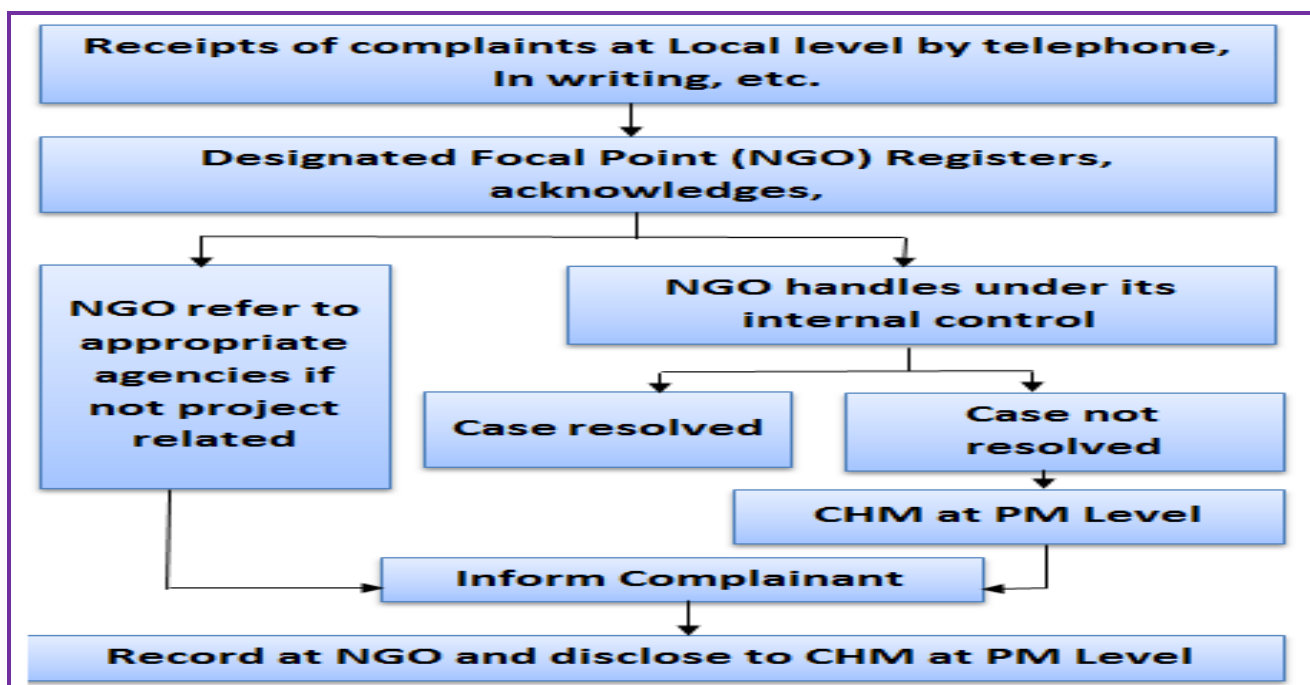


Figure 9: Structure of CHM at local level

Institutional Arrangements - Complaints Handling Mechanism (CHM) at PMT Level - The Accountability Working Group has been established by the government of Cambodia. This group is composed of 20 members headed by the Provincial Governor. To get complaints from grassroots level, ‘accountability boxes’ have been created at district and commune/sangkat level, into which citizens or representatives of institutions can drop their complaints. Complaints that not under the scope of the Working Group will regard as incomplete and forward to relevant institutions. LASED II aims to use this existing CHM to channel complaints occurred at grassroots to PMT level.

In addition, for the purpose of fairness, coordination and transparency, the CHM at PMT Level will be established at PMT office at the Provincial Administration. This CHM will also receive complaints directly from all stakeholders through its office, project website, email address, telephone, or it may also receive complaints forwarded by NGOs or other service providers as noted above.

The CHM would focus and seek to find the direct solution to those complaints including request for information or clarification, pertaining to all activities of LASED II including those cannot be resolved by CHM at Local Level. The complaints can be from NGOs, consultants or other service providers who are under contracts or sub-contracts with LASED II, PMT, MFIs, media, or other citizens or civil society. If complaints are not under the scope for resolution at the PMT level, they can be channeled to relevant NGOs, service providers or other institutions. **At the PMT Level, it is envisaged that complaints may fall under the situations below:**

- Request for information, comment or suggestion, e.g., request for clarification about the delay in replenishment to the NGO account;

- Violation of rights or non-performance of obligations, e.g., complaint by consultant or NGO whose contract is suspended as a result of presumed poor performance;
- Grievances or offenses involving a violation of law, e.g., allegations of corruption, rules of work; and
- Complaints against PMT, consultants, NGOs, and other private sector who involve in project implementation, e.g., allegation of not giving good services by NGO.

The CHM at PMT will not require additional structure, but will draw on existing resources at the project level.

Complaints Handling Committee (CHC) - To ensure fairness and coordinate the CHM at Local Level, CHC is established. CHC will have 4 members: Project Director, Provincial Project Manager, one representative from NGO partners and one secretary. The secretary is the staff from PMT from the Complaints Inspection Unit of Provincial Administration, and acts as day-to-day tasks associated with various steps of process of CHM.

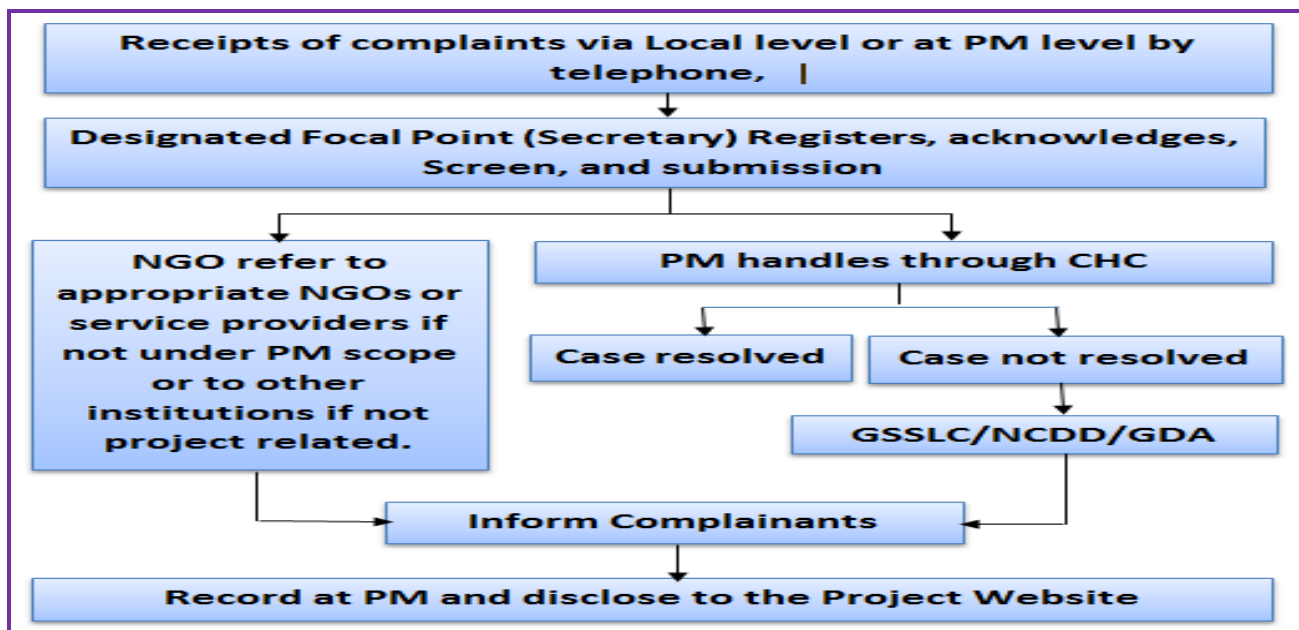


Figure 10: Structure of CHM at PM level

5.6.3 Process of CHM - The following the process or steps of CHMs at Local Level and PMT Level.

- Uptake** - The uptake at local level is via designated focal point person working for NGO and at the office. The complaints may be in writing, by telephone and email of NGO. The uptake at the PMU level is through community boxes to the Province. Conflict Handling Committee, and via designated focal point person, and at office, in writing, telephone, email, and project website.
- Sorting and Processing** - The complaints that are not related to the project or not under the responsibilities will be forwarded to relevant institutions. The other remaining complaints will be solved under the scope or mandate of each CHM at local level or PMT level. Designated focal point person is in charge of sorting, screening and processing the complaints and routing to respective NGO/CHC for resolution. All complaints are recorded and placed in secure places.
- Acknowledgement and Follow Up** - In all cases, acknowledgements of receipts of the complaint should be provided to the complainants within five working days. Consideration of valid complaints will occur within 30 working days, giving time for collection and examination of evidence if required. Additional time may be required for negotiation with aggrieved parties, but resolution should not exceed 45 working days.
- Verification, Investigation, Action and feedback** - Complaints will be reviewed by NGO or CHC in the principle of responsiveness and effectiveness. The complaint that cannot be solved at one level will be forwarded to another level. The complaint that cannot be solved by NGO will be forwarded to

CHC and then to MOI/PCO if it cannot be done by CHC. Complaints that are straightforward such as request for information or clarification can often be solved quickly and directly through contacting complainants. Complaints that are complicated, whenever appropriate will need further investigation by designated focal point person and the delay will be informed to the complainants.

- (e) **Monitoring and Evaluation** - The project will record all complaints and their status updated in internal recordings and in website. This will be easily accessible by complainants or interested bodies such the World Bank to track type, status, timeframe, feedback, resolution of complaints and summary reports; however, the principle of anonymity and confidentiality as may be requested or required under certain cases. The information on complaints will be useful for project to improve its effectiveness.

5.6.4 World Bank Grievance Redress Service

Below procedures describe the procedures for complaints, grievances, objections to be addressed to the World Bank's Grievance Redress Service (GRS). Project staff and involved contractors and consultants have to be made aware of these processes and conditions. Project staff will have to actively inform all stakeholders about the World Bank's Grievance Redress Service (GRS) in a way that rights and responsibilities are clearly understood.

Purpose and Background

The World Bank's Grievance Redress Service (GRS) provides an easy way for project-affected communities and individuals to bring their grievances directly to the attention of Bank Management. The GRS will ensure that grievances (complaints) are directed promptly to relevant Bank Task Teams and/or Managers for review and action, as appropriate. The goal is to enhance the Bank's responsiveness and accountability.

Project-level grievance redress mechanisms (GRMs) where they exist remain the primary tool to raise and address project-related grievances in Bank-supported operations. What the GRS does is to allow the Bank to address issues that cannot be resolved at the project level, without undermining existing GRMs.

Thus, grievances that are brought directly to the project team or to the country office should be addressed at the project level, unless the complainants specifically refer to the GRS in their complaint, or Task Team or Management considers that referring the case to the GRS adds value. Complaints that are being addressed at the project-level can always be referred to the GRS at a later stage, especially if successful resolution (perceived or actual) was not possible (escalation).

What the GRS Does

The GRS facilitates corporate review and resolution of grievances by screening and registering complaints and referring them to the responsible Task Teams/Managers. The GRS undertakes the following functions within a defined time frame:

- Receives complaints from stakeholders
- Evaluates and determines their eligibility and category
- Refers complaints to appropriate Task Teams/Managers
- Follows up with Task Teams to ensure complaints are resolved
- Refers project-affected people to the Borrower or other parties where appropriate.

What the GRS Does Not Do

The GRS does not offer independent mediation or conflict resolution services.

Using the GRS does not affect or limit the ability of project-affected people to access the Bank's Inspection Panel, or other recourse avenues in any way.

Who May Submit a Complaint?

A complaint may be submitted by one or more individuals, or their representatives, who believe they are adversely affected directly by an active (i.e., not closed) Bank-supported operation (IBRD/IDA).²³

Procurement related complaints pertaining to Bank-financed operations could be also submitted by bidders or potential bidders (companies or individuals) to the Bank through the GRS. These complaints, however, will be processed in line with BP 11.00 and not following the GRS procedures set out below.

How to Submit a Complaint

A complaint can be submitted in several ways.

- Via email: send an email to grievances@worldbank.org.
- Via fax: +1-202-614-7313
- Via mail:

The World Bank **Grievance Redress Service**
MSN MC 10-1018
1818 H St NW
Washington, DC 20433, USA

- Via Country Office, Public Information Center:

A flyer with an attached complaint form will be available.

Language of Complaints

Complaints may be submitted in the country's official language. All of the GRS correspondence with the complainant will be in English and where appropriate the language of the complaint. In the event of any discrepancy between the two versions, the English version will prevail.

Processing of complaints not submitted in English will require additional response time due to the need for translation.

Required Information

Substance of Complaint. The complaint must clearly state the adverse impact(s) allegedly caused or likely to be caused by the Bank-supported operation. This should be supported by available documentation and correspondence where possible and appropriate. The complainant may also indicate the desired outcome of the complaint, i.e., how it may be resolved. All pertinent documentation should be provided with the complaint, or upon the GRS's request through further correspondence. Annex 6 provides a suggested format for a submission.

Identity. The complaint must identify the individual(s) submitting the complaint, and whether it is a project-affected individual and/or community or representative. A complainant may ask that the identity of some or all of the individuals be kept confidential. The request for confidentiality, and the reasons for the request, must be submitted with the complaint.

Representatives. Complainants may use a representative (e.g. in cases where confidentiality of the individual or community is deemed necessary), in which cases, name and contact details of the representative need to

²³ This includes loans, grants, trust funds, TA, and carbon operations.

be included in the complaint.

If the complainants use an authorized representative to assist them in filing the complaint, the authorized representative must sign the complaint and provide written proof (such as signed letter by the complainant) of the authorized representative's authority to represent and act on behalf of the complainant in relation to the complaint. The GRS will communicate directly with the authorized representative as necessary and appropriate, and will keep the authorized representative and complainant informed about the status of the complaint.

Regardless of who submits the complaint, a complaint without contact details of the complainant will not be accepted. Contact details are vital in ensuring complaints are swiftly and effectively addressed.

Scope and Eligibility of Complaints

Complaints are considered *eligible* if they meet the following criteria:

- The complaint relates to a World Bank-supported project (IBRD or IDA) for which appraisal has begun already and that has not yet closed;
- The complaint is filed by project-affected individuals and/or communities, or their representative, who believe that they are or may be adversely affected by the project.

The following issues are *excluded*:

- Complaints pertaining to IFC or MIGA projects (these will be referred to CAO),
- Issues pertaining to fraud and/or corruption (these will be referred to INT),
- Issues related to employment with the World Bank.

Anonymous complaints cannot be accepted by the GRS, as noted above. However, if an anonymous complaint contains specific information about project related issues, it will be forwarded to the Task Team for their information and action where appropriate.

Complaints that are obviously frivolous or absurd will also not be accepted.

Complaints that have either already been rejected as ineligible, or have been successfully resolved through the GRS, will not be reconsidered unless additional information presented would justify doing so.

If a complaint pertains to a project with an existing project level GRM (see para 2), the GRS will make the complainant aware of this and encourage its use, with the option for the complainant to return to the GRS if resolution is not achieved. If the complainant declines to use the project level GRM, the GRS will inquire about the reasons for doing so, and start processing the complaint under the GRS.

Complaints Handling Procedure

Incoming complaints will be received and logged by the GRS. A category (I, II or III) will be assigned depending on the nature and gravity of the matter; this will determine the corporate level concerned with the case (see table below). The complaint will then be forwarded to the responsible Task Team/Manager for review, response and, where appropriate, redress action. The GRS will then be updated continuously on the status of the complaint and the action (if any) through the central complaint repository that Task Teams will have access to. Where warranted, Task Teams can request support from corporate units or GPs. If issues have a particular legal concern, they will be forwarded to LEG as well.

Registration of Complaint

After receipt of a complaint, the GRS immediately logs the complaint and a notification of receipt will be sent to the complainant

Within 10 business days: The GRS reviews and evaluates the complaint, determines the eligibility and type of complaint according to the categories in the table below, registers it and forwards it to the appropriate Task Team/Managers, which is noted in the online system. GRS will notify the complainant of the eligibility determination of the complaint.

- If the complaint is *eligible*, the complainant will be notified that the Task Team has been assigned the case with a case number and the expected time frame in which s/he will be contacted.
- If the complaint is *unclear*, the complainant will be requested to submit additional information or provide clarifications in order to allow a decision on registration.
- If the complainant is *not eligible*, the complainant will be notified of this decision and referred to relevant institutions where appropriate and the case will be closed.

Table 42: Complaint Categories and clearances

Complaint Category	Incoming complaint sent to TTL and copied to:	Complaint is handled by:	Follow-up on resolution efforts are done by:	Proposal to resolve concern is cleared by:
Type I (e.g., information request)	Practice Manager, CMU	TTL	Practice Manager	Practice Manager, CMU, ECRGP
Type II (e.g., minor and medium impacts)	Practice Manager, CMU	TTL	Practice Manager	Practice manager, CMU, ECRGP
Type III (e.g., serious issues of corporate relevance, harm, complex policy issues, etc.)	Practice Manager, Senior Director, Country Director	TTL	Director Strategy and Operations (GP)	Senior Director, Country Director, OPCS, LEGEN, ECRGP

CMU = Country Management Unit; GP ECR = External and Corporate Relations; OPCS = Operations Policy and Country Services; LEGEN = Environmental and International Law.

Review of issues raised and Formulation of Proposal

- (1) Within 30 business days after registration the Task Team will respond to the complainant.
 - (a) For Type I complaints (information requests) the Task Team will provide the requested information in line with the Bank’s AI policy.
 - (b) For Type II and III complaints the Task Team will propose to the complainant how the issue raised in the complaint will be addressed, including a proposed time frame. The proposed time frame for Type II should not exceed 60 days and for Type III 180 days. If Task Team needs more time it will justify the additional time required.
 - (c) If the review by the task team reveals that the issues of concern raised in the complaint are not related to the Bank-supported project or any aspects thereof it will advise the complainant accordingly and refer the complainant to relevant government authorities to which the complaint should be addressed.
- (2) The specific proposal to address the issue or the recommendation to refer it to the borrower will be cleared by the managers shown in table x. The same applies to notifications that the concern is not related to the Bank project and hence the Bank has no means to address it. If the complainant accepts a specific proposal to resolve the concerns, the Task Team implements according to proposed process and proposed timeframe. The Complainant may provide input on all or parts of the initial proposal.

- (3) If the complainant rejects the proposal and/or the issue cannot be resolved through this process, the complainant will be informed by the GRS that the complaint is closed without resolution. The complainant will be referred to other options for remedy if appropriate such as responsible country authorities, relevant local/national grievance redress mechanisms or the World Bank Inspection Panel, if the complaint relates to noncompliance and harm.
- (4) Acceptance of the proposal should be reached within 30 business days after the initial proposal has been presented to the complainant. For extraneous circumstances, request for extension can be submitted if both parties agree for an additional 30 days business at a time.

Implementation of Proposal

Once the proposal is accepted, the Task Team implements the proposal. The Task Teams will update the status and progress of the implementation of the proposal in the GRS log and will keep the complainant informed of such progress until resolution of complaint. The Task Team may request support and advice through the GRS at any point. Such support and advice can be provided by OPCS, LEGEN or relevant GPs, CCSAs or the Region where required and as appropriate.

Role of the GRS

The GRS will maintain close contact with the Task Team/Managers handling the complaint and help to ensure timely response within the allotted time frame.

The GRS will maintain the central complaints database (log) to monitor and track grievance redress progress and ensure that process status is updated in the online system.

The GRS will provide guidance and support to Task Teams if necessary and requested.

The GRS will produce annual reporting and analysis of cases submitted to the GRS, and be responsible for external communications.

Information Dissemination

The GRS will be advertised through Project Appraisal Documents (PADs), Safeguard Documents and the Bank's external and internal websites. The principles and operating procedures of the GRS will be available in all official languages of the Bank, both on the Bank's website and as a hard copy.

For stakeholders who have no access to the internet, an information leaflet with complaint form will be available through Country Offices.

A dedicated GRS page on the Bank's website will allow complainants to submit their complaints as well as check their status. The website will also host materials relevant and helpful to the complainant.

The GRS' intranet website will provide materials and guidance for task teams.

Publication and Reporting

All complaints logged will be shown on the external GRS Internet site with number and country only for purposes of transparency, but without providing the specific details on the case or the complainants.

Access to information concerning any document related to the complaint is subject to the provisions of the Access to Information Policy of the World Bank.

The GRS will collect lessons learned throughout the process. At the end of every fiscal year, the GRS will make note of these lessons, what worked and what did not, in order to continuously improve the system. The first review will occur after 6 months of operation, and thereafter on an annual basis.

Freedom from Retaliation

Bank policies provide for the participation of project-affected people in project preparation and implementation. In furtherance of these policies the Bank also provides access to the GRS, which is the World Bank's corporate grievance redress mechanism. Complainants who use the GRS must not be subject to any form of retaliation, abuse or any kind of discrimination based on the fact that they exercised their right to complain to the GRS.

GRS Review Process Chart

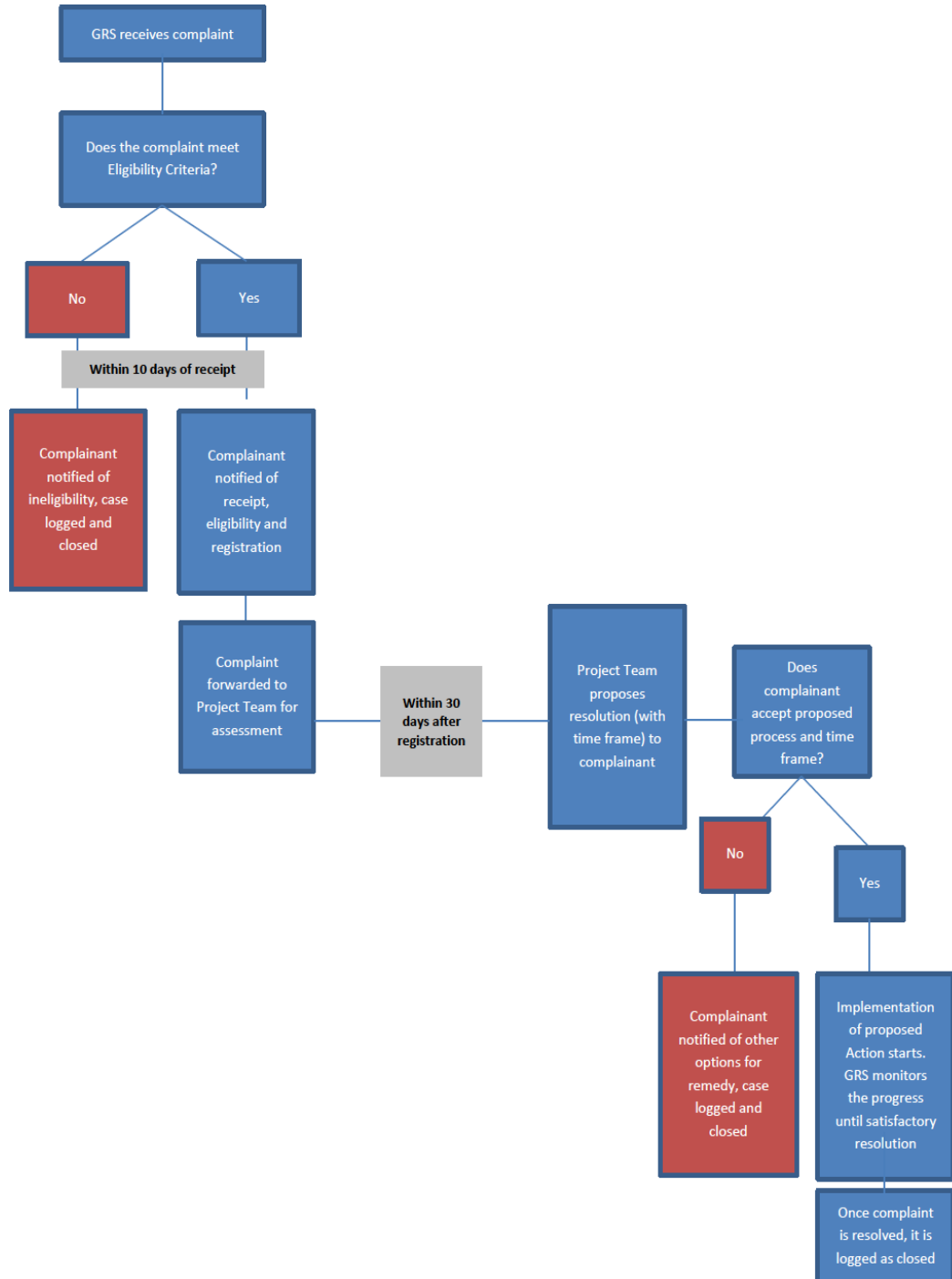


Figure 11: GRS Review Process Chart

5.7 Key Risks and Mitigation Measures

The project recognizes risks in working with the poorest and most vulnerable communities such as landless and land poor in SLCs but also believes that given the need, opportunity, and capacity in the project team, commune councilors, province, there are significant benefits by the poor in these provinces from the project.

5.7.1 Risk Management and Mitigation Plans

The project management is aware of the risks and the need for mitigation. To this end, the project management will be vigilant in following up on the above mentioned risks and, if needed, complement the risk matrix as necessary, or adjust it as required according to lessons learnt from field implementation [Annex 9].

- (1) [Strengthening Local Level Institutional Capacity for Implementation](#). The technical design of the project focuses on an intensive approach to agriculture extension that would be introduced in the beneficiary communities. This new approach is a significant change over the established delivery of standard extension packages through an often understaffed and not sufficiently resourced government institutions. New extension methodologies (FFS approach, village extension workers, etc.) and the involvement of NGOs and private sector in delivering extension services have been successfully tested in other projects. However, some of these would be new to the local level government institutions involved in the project, including their new role as oversight and supervisory bodies, thus putting an additional burden on them.
- (2) The project would also support significant investments in infrastructure, requiring close technical supervision to ensure quality delivery and minimizing follow-up costs on early repair and maintenance. Shifting to more commune level procurement activities would place further burden on some inexperienced local level administrations. In addition, although the project's technical design is not very complicated, it would require extra time and effort particularly from the local level institutions.
- (3) The technical capacity of local level implementation teams would be broadened and strengthened by the inclusion of the MAFF-GDA as an implementing partner. This would reduce implementation risks arising from the strong and urgent need of technically sound agriculture support services. Private sector and NGO partners involved in delivering services to project beneficiaries would do this in close collaboration and coordination with sub-national government institutions, ensuring at the same time knowledge transfer and learning. With growing capacities and an increasing understanding of the technical side of services and infrastructure delivery, the risks stemming from the above two issues are expected to decrease during project implementation.
- (4) [Promotion of Climate Smart Agriculture](#). The project is not expected to have any significant effects on the environment as described in the EA-EMP. However, the success of agriculture livelihoods would be influenced by the resilience of farming systems to natural calamities and unexpected climate-induced hazard such as droughts and flash floods. As these risks are outside the control of the project, technology on climate smart agriculture would be promoted and viable water management investments would be supported under the project.
- (5) [Continued Capacity Building of Project Staff](#). The project has strong and experienced teams at national and provincial level where the LASED Project has been operating already (i.e., there have been no reported cases of misuse of project funds). In new provinces, teams have been recruited and trained. Capacity building in project management and technical aspects would be part of project activities as well as during Bank implementation and technical support missions. Strong monitoring and supervision would accompany implementation, ensuring continued compliance with fiduciary

procedures and safeguards requirements. Strong participatory processes are applied in all project planning and implementation activities, in particular at local level.

- (6) [Implementation of a Communication Strategy](#). There remains a risk of obstructions and negative press created by some external stakeholders, in particular those that oppose the WB’s involvement in the land sector projects. The project has developed a Communication Strategy as part of the risk management for awareness raising and to minimize internal and external misconceptions. The core of the strategy is to create continued positive and supportive views of internal and external project stakeholders [\[Annex 11\]](#).

5.8 Social Development (including safeguard) and Environmental Safeguard, Safeguards Triggered

- (1) **LASED II’s Safeguard Policies and Their Triggered** [See disclosed ISDS for more details and lesson learned]:

Table 43: Safeguard Policies and their Triggered

Safeguard Policies	Triggered	
Environmental Assessment OP/BP 4.01	Yes	
Natural Habitats OP/BP 4.04	Yes	
Forests OP/BP 4.36	Yes	
Pest Management OP 4.09		No
Physical Cultural Resources OP/BP 4.11	Yes	
Indigenous Peoples OP/BP 4.10		No
Involuntary Resettlement OP/BP 4.12	Yes	
Safety of Dams OP/BP 4.37	Yes	
Projects on International Waterways OP/BP 7.50		No
Projects in Disputed Areas OP/BP 7.60		No

(2) Lesson Learned

LASED has gained rich experiences in social and environmental safeguards implementation and satisfactorily ensured environmental and social safeguards compliance under the original project. The following lessons learned from LASED have been complied and taken into account under LASED II:

- Land use planning and implementation. The participatory land use maps and site development plans of all SLCs have to carefully delineate different land uses. The land use plan must integrate the remaining patches of forests, water bodies, and planned green buffers which are all declared for community conservation and protection. The land use plan will also take into account early environmental and agricultural carrying capacity.

Community Infrastructure Investments

- Environmental Management for Infrastructure Development. The sub-component 1.2 on Infrastructure Development finances small-scale irrigation systems including construction of small upstream embankments (i.e. weir or water storage) for small-scale gravity irrigation in the prioritized communities. These are the new type of infrastructure investments that were not covered under the LASED. Most irrigation embankments fail are due to various reasons including inadequate design or poorly constructed and maintenance. During the implementation stage, the implementing agencies (Specifically NCCDS) or its consultant environmental screening (using Form 1 in the C/S PIM below) in order to determine if each small-scale irrigation or weir investment will require any environmental analysis or assessment.

Province / Municipality	District/Khan	Commune /Sangkat
Name of Project :		
Does the project need environmental analysis (EA)?		Yes D No D
If not, reason why?		
.....		
.....		
Does the project need Report on Environmental Safeguard Measures in connection?		Yes D No D
If not, reason why?		
.....		
Date.....C/S Chief Date: The official conducted the screening		
Date.....Technical Assistant		

Form 1. Environmental Safeguard Screening for the irrigation or weir investment

Source: adapted from the Commune/Sangkat Project Implementation Manual, 2009:18

If the environmental screening results confirmed no environmental analysis is required, Tool 2 on the EMP for small-scale civil work will be applied. If yes, the NCDD or its consultant will carry out an additional environmental assessment of the small upstream embankments (i.e. weir or water storage) to determine adverse environmental impacts and mitigation measure. Furthermore, part of the engineering design and operation of the upstream embankments will be delivered by a qualified engineer and its safety measures would be verified by a World Bank Dam Safety Specialist to avoid or minimize any potential adverse impacts such as partial or total failure that can cause environmental damage.

- For other small-scale infrastructure investments such as road and classroom investments, the provincial LASED team worked closely with the commune council to monitor the contractors and ensure environmental and safety measures at the construction sites. However, recording of the contractor monitoring results requires more improvement since written record, especially of the environmental safeguard, was limited.
- Commune/Sangkat Fund Project Implementation Manual. The implementing agency (NCDD-S) has experience on safeguards implementation, but needs further support in implementing the Commune/Sangkat Fund Project Implementation Manual (C/S PIM). This includes procedures for monitoring and recording the environment and safety measures for infrastructure investments at the community level. The EA-EMP has drawn the overarching guidelines-for example, with regards to infrastructure civil work in the "Commune/Sangkat Fund Project Implementation Manual (C/S PIM)" that has also been used by the Bank's Rural Infrastructure and Local Governance (RILG) project. The C/S PIM was endorsed by the Royal Government of Cambodia (RGC) through "Decision No. 024 SSR / NCSC" of the NCDD32 dated May 20, 2005. The C/S PIM's environmental guidelines are consistent with the requirements of the Bank Environmental Assessment Policy (O.P.4.01).

5.8.1 Social Development (including Safeguard)

The activities financed under the project would continue to utilize the inclusive consultation process established under the LASED Project to address the needs of targeted households. Social safeguard screening reports were prepared by the implementing agency and were endorsed by the Bank social safeguards specialists during the LASED implementation support mission in October 2013. The new proposed SLC site in Dong Commune has been verified as not a protected forest or environmental hotspot. There are no Indigenous Peoples in this new proposed site. Ethnic screening was conducted which did not find any IP community (the Khmer Loeu or “hill tribes”) in project areas (including its potential recruited villages). Therefore, the project would not trigger the Bank’s OP4.10 on Indigenous People.

A Resettlement Policy Framework (RPF) [Annex 6] was developed by the implementing agency and reviewed by the Bank’s team to address potential impacts from land acquisition and asset loss. The RPF used under the LASED Project has been updated based on the experience gained and will be used under the project.

The Project would use the following approach to minimize potential loss of land or assets as a result of SLC processes: (a) in case a legal owner of land as defined under the Land Law loses fixed assets, he/she is entitled to receive compensation for land and assets at the replacement value; (b) the planning of SLCs would include practical measures to avoid that poor unauthorized local residents, whose livelihood is dependent on use of land in the planned SLC area, lose fixed assets or access to agricultural land due to the SLC program; (c) land loss within a designated SLC area by any unauthorized poor local resident whose livelihood is dependent on use of land in the planned SLC area, and who began to use this land before the cut-off date, would be eligible to obtain land within the SLC not exceeding the land allocation fixed for regular SLC applicants; (d) non-poor encroachers and land speculators enjoying unauthorized use of land in an SLC area would not be entitled to apply for land within the SLC, and may only receive compensation for investments made on up to 5 hectares of the land illegally occupied within the SLC area; and (e) the project-supported social land concession programs are not used as a form of compensation to mitigate the resettlement impacts from other projects.

Women represent a key group of project beneficiaries which have been provided with equal opportunities in land allocation and in developing their livelihood skills. The project would continue to mainstream gender equality in the distribution of land as well as in the livelihood development support. Gender responsive training courses would be incorporated in the training plan. The project’s Community Development Facilitators (CDFs) would be equipped with relevant facilitation skills to work with women groups as relevant.

5.8.2 Environment Safeguard

The implementing agency has updated the Environmental Assessment and Environmental Management Plan (under LASED), which consists of land use planning and implementation procedure for agricultural and livelihood activities and Environmental Management Plan for small-scale civil work. The land use planning procedure (see Tool 1 in the EA-EMP) is used to delineate natural habitats (e.g. forest patches or wetlands or natural ponds) for community protection and preservation. The Environmental Management Plan (EMP) for small-scale civil works (see Tool 2 in the EA-EMP) is used to manage temporary and reversible impacts. The EMP is aligned with the government Commune/Sangkat Fund Project Implementation Manual, which includes procedures for monitoring and recording the environment and safety measures for infrastructure investments at the community level [Annex 7A].

5.9 Management Information System

5.9.1 Basic Description

LASED II will invest in a computerized MIS for tracking and measuring performance of the results indicators and other related data and information. It will enable project management to keep track of inputs, activities,

outputs and outcomes in LASED II. This can also help strengthening capacities and sustainability of the institutions of the TLRs and be a useful record of and for all groups supported by the project.

The complexity of the LASED II project requires a sophisticated system for managing project-related information. The LASED II project has links to several sectors, and covers an area of approximately 17,000 hectares across 15 project sites in 6 provinces, with some 5,141 beneficiary families. This project design raises the challenge as well as importance of carefully managing project-related data. Experience with LASED showed that there is a need for enhancing the MIS to incorporate a robust database that can track progress on indicators at the household level. The database-supported system will also provide better assurance of data integrity and security, scope for adaptation and refinement, and better prospects for sustainability.

A principle aim of the MIS is to track progress on the results frame indicators and implementation, in a way that provides timely feedback to the project team, allowing corrective actions to be designed and implemented. The system is expected to help GSSLC, NCDDS, GDA and the World Bank to address issues and constraints that impede the project implementation in a timely manner. The project would continue to use the existing management information system, which is largely based on Microsoft Excel and Word formats, until the new MIS is developed and in place. The MIS will be enhanced in order to address issues with the LASED M&E system that were identified in the LASED MTR, the PCR, and technical support missions. The MIS will support the following:

- A single platform to tally and integrate different datasets, including household information, GIS data, and progress on financials and project outputs
- Ability to capture and verify development performance at the individual household level, including the ability to access raw data
- Uniform data collection procedures
- Standardized and compatible formats for quarterly and annual reports submitted by GSSLC and NCDDS.

The enhanced MIS is also an important vehicle for scaling up LASED II's impact beyond the 15 project sites and for ensuring investment sustainability. The MIS is a key part of strengthening the national SLC program, specifically the capacity of GSSLC to monitor the program's performance during and after the life of LASEDII. For this purpose, the MIS design will be integrated as much as possible with existing RGC mechanisms, and the program will include training and other capacity building for GSSLC.

An important design feature of the MIS will be the ability to measure progress at the household level. This was one of the key recommendations on the previous M&E system and is critical for complying with the data needs of the LASED II results framework. The disaggregation of information will improve data quality by allowing the identification of problems along the results chain, and by making it easier to carry out data verification through spot checks in the field.

Some data that are relevant to the project are stored in a GIS database for each site; these data will be integrated into the recipient database. Furthermore, during the MIS design, the use of GIS tools for data analysis and reporting will be evaluated, based on existing capacity and needs.

During the MIS design phase the costs and benefits of an improved website system will be evaluated. This could include capabilities for web-based data capture and communication across multiple project sites and levels.

A key issue that the enhanced MIS will address is the need for standardized processes for data collection and reporting. During the design phase questionnaires and surveys will be standardized and field-tested, and supporting documentation will be developed. The centralized MIS database will facilitate data consistency.

5.9.2 MIS Data Sources and Data Flow

Data to measure progress on outcome indicators and implementation progress will be collected from a number of sources including:

- Baseline, midline, and completion household surveys
- HFIAS questionnaires (which could be combined with the household surveys)
- Household-based records
- AWPB Progress Reports
- GIS database
- MLMUPC Records on land titles and use rights
- Activity surveys
- Community Based Monitoring

GSSLC would be responsible for integrating data into the MIS Database and for data analysis and reporting to the IAs and the World Bank (see Data Flow Diagram). Monitoring of outputs would be carried out through the review of quarterly provincial implementation management reports. Quarterly reports would focus on implementation progress and information required by Commune Councils, DWGs, PLUACs and GSSLC and NCDDs to identify any delays in the implementation of the AWPBs so that action can be taken to address constraints or revise expectations of progress. An Annual Implementation Report would also be prepared by GSSLC and NCDD with support of MAFF-GDA, and the implementing unit in the Ministry of Rural Development. GSSLC and NCDDs would consolidate the reports and submit to IDA, by the end of March of each year covering the activities of the previous calendar year.

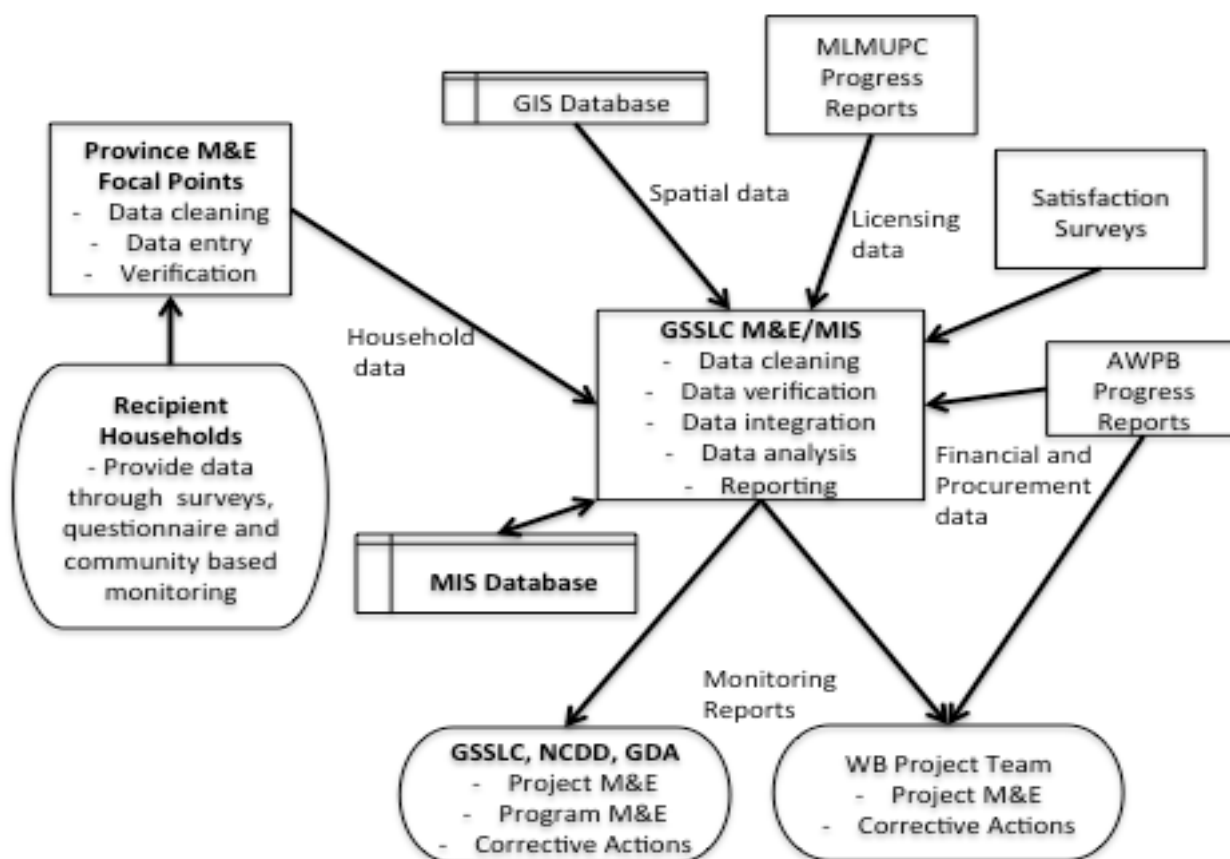


Figure 12: MIS Data Flow Diagram

5.9.3 Enhanced MIS Development Tasks

The project would continue to use the existing management information system until the new MIS is developed and in place. LASED II will hire an MIS Specialist to finalize the design for an upgraded MIS system and to support the rollout of the system. The system would be field-tested prior to launch and would include training materials, guidance documentation, and standardized questionnaires. The MIS will be designed together with project management, drawing on existing data and on lessons from LASED. The consultant would work closely with relevant government counterparts, specifically at GSSLC and NCDD, to ensure that the system meets their project as well as long-term needs for M&E, and to ensure consistency and integration with RGC systems wherever possible.

Key tasks for the development of the enhanced MIS are as follows:

- Assessment of GSSLC, GDA and NCDD data needs and capacity, including potential linkages to NCDD MIS.
- Assessment of capability of data entry staff and design of capacity building program
- Development of training materials and guidelines
- Review of data flow and responsibilities
- Consultation with relevant stakeholders (users of M&E system, and those involved in data collection), including field visits
- Analysis of suitability and gaps of existing ID codes for use in database application.
- Data cleaning for existing data to be integrated into database system
- System tests prior to mainstreaming
- Training in the field for consultants and data entry personnel
- Revision of M&E Manual for compatibility with enhanced MIS
- Analysis of existing GIS database and capabilities and assessment of options and steps for integrating this with other project data
- Development of MIS database application
- Assessment of options for providing continuity in MIS application following project closure.
- Coordination with web-designer to assess options for linking MIS to project website and for data entry and reporting

The TOR of the design of the new LASED II Management Information System are attached in **Annex 13C**.

5.10 Results Monitoring, Evaluation and Reporting

The project M&E will include the following three aspects: 1) Implementation progress, including physical and financing progress; 2) Intermediate and PDO outcomes as specified in the Results Framework; and 3) Impact evaluation. The first two categories are the core set of indicators and are mandatory to monitor in order to measure the achievement of the PDO and the success of the project. In addition, IE will be carried out to evaluate the social economic situation and trend of the project beneficiaries, and help assess the overall achievement that can be attributed to the project interventions. A baseline survey would be undertaken as part of the IE to establish and/or update the socio-economic situations in the project sites. A comprehensive IE will be conducted through independent consulting service at mid-term and project completion.

Institutional arrangement and utilization of M&E: The GSSLC would be responsible for planning and coordinating the project's monitoring and evaluation (M&E) activities, with support and inputs from NCDD Secretariat and GDA. These and the activities of GSSLC, NCDD Secretariat and GDA would be consolidated and submitted to NCSLC for approval. Quarterly provincial implementation reviews would be undertaken to assess the physical and financial progress and performance based on the AWPB, and address issues and constraints in implementation and management. A semi-annual M&E report will be submitted to the Bank according to the agreed dates, usually before the implementation support missions are field. The project

M&E system would be supported by a computerized management information system (MIS) that is supported by database, software and dedicated national and provincial M&E Officers. Community based approach will be used wherever feasible, at selected sites to help strengthen transparency, ownership and accountability. The M&E will be used to inform management of the project performance, guide budget allocation, planning and decision-making.

Narrative reports of activities are to be very brief and to use standard formats wherever possible. The principle means of reporting on activities under the Provincial SLC Contract is through the NCDD Contracts Database. The basis for monitoring and evaluation of LASED II is the indicators in the LASED II Project Results Framework. These indicators are at output, outcome and impact levels.

5.10.1 Features of LASED II M&E System

5.10.1.1 Purpose of the M&E System

This section outlines the plan to operationalize the Monitoring and Evaluation for the LASED II Project in 14 sites. LASED II M&E learning strategies, surveys, tools and reporting formats developed in this phase would be the foundation for M&E during this lifetime of the project.

Monitoring and Evaluation is a fundamental requirement for the LASED II project. It would help inform overall LASED II project management and provide information for any necessary re-design of LASED II and its activities as the project proceeds (through the implementation phase).

Although much of the M&E work is inter-related and may be combined for reporting purposes, it is important to have a clear delineation for the type of M&E activities that are required for LASED II, so that activities can then be suitably planned and executed well. At the outset of the LASED II phase, the various project documents described a broad range of M&E expectations for LASED II. The LASED II M&E work required may be categorized into the following general areas:

- (a) Implementation progress, including physical and financing progress
- (b) Performance/Results Framework and Monitoring (RF&M)
- (c) Impact Evaluation Surveys

LASED II M&E strategy

The LASED II M&E would serve the project objective of providing a stakeholder feedback mechanism, as well as contributing towards overall learning (there are enormous learning possibilities in this phase of LASED II). To achieve this, the LASED II M&E system needs to provide sufficient and regular timely data for all monitoring purposes. It needs to have a flexible and organic approach to achieve and capture results and needs to provide relevant stakeholders report formats which synthesize and represent all results in a suitable manner.

A major part of LASED II monitoring data collected should inform the RF&M and thereby enable the monitoring of the performance of the project against the pre-set annual targets (the Annual report can also illustrate via graphical trend lines against targets for selected RF&M indicators). However, there will be an additional large amount of information and data that will be collected to inform project management and keep implementation in line with plans, capturing lessons-learned from positive and unintended impacts.

The RF&M was developed during the project design phase of the LASED II project. [\[Annex 1\]](#).

LASED II Performance Monitoring

Figure 13 provides an illustration of the overall structure and reporting flow for the LASED II M&E system. The Results Based Framework is really at the center of the system as shown on the diagram.

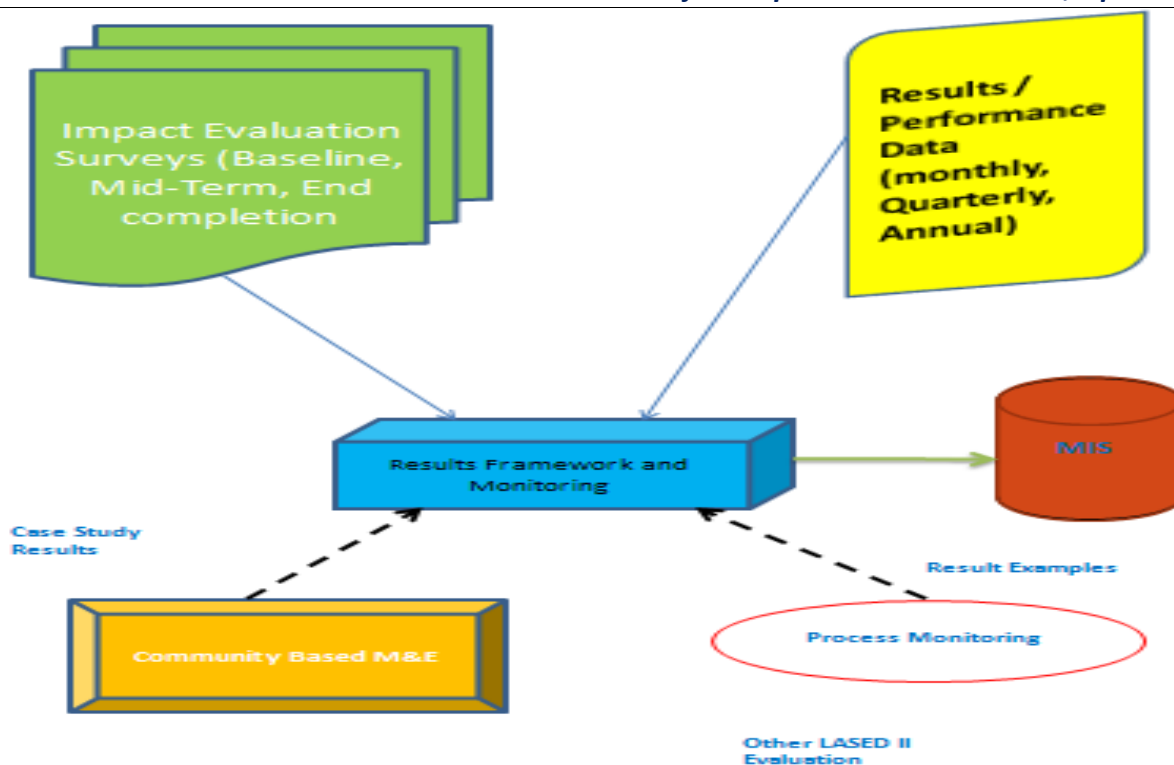


Figure 13: Diagram of Overall Structure and data/reporting Flow of ME

Responsibilities for M&E at field level

- (a) Roles/requirements of process data collectors;
- (b) Baseline/impact evaluation (enumerators, supervision off etc.): Enumerators and supervisory staff are required to conduct the LASED II impact evaluation surveys (baseline, mid-term and end-term surveys);
- (c) Participatory/Community Based Monitoring & Evaluation: As well as the formal monitoring being conducted by project implementers, it is necessary for the communities to carry out their own self-monitoring (i.e. to be able to measure the changes in basic assets over periods of time).

As well as the formal methods of M&E required at the project level, it is necessary for LASED II to help facilitate, build capacities and institutionalize monitoring and evaluation at the village level. This will then help the community to identify and solve problems, to improve social accountability mechanisms, to improve planning and to eventually be able to sustain a community based self-monitoring system. There are a range of methods which may be utilized to achieve this including community score carding, social mapping, wealth ranking methods, most significant change surveys and semi structured discussions/focus groups meetings.

It is not expected that this broad set of community generated data should be completely accumulated and reported on by the LASED II M&E staff (it would be too large a data set and too difficult to collect on a regular basis with resources available). However, instances of this data will provide useful case studies for LASED II and importantly, the provision of this data to emerging like agriculture cooperative groups and other village federated structures will be very useful learning material. It will be the task of the project's M&E officers to ensure a balanced, yet comprehensive collection, analysis and reporting of data and information.

Details on how the CBME should be implemented in the field will be developed and to be included in the 'Community Operations Manual' (COM).

Responsibilities for M&E Work at the Level of Project Management Team

M&E staffing, roles, diagram - The PMT will ensure allocation of Monitoring and Evaluation staff which would consist of a Technical Expert, a Monitoring and Evaluation staff and an MIS staff. The Technical Expert should have overall oversight of the M&E work and be responsible for the quality of performance reports. Any consultant support would also need to be planned in advance and be on hand to assist with the establishment of the M&E work the PMT.

- (a) The terms of reference for the Technical Expert, M&E staff and MIS staff are elaborated in **[Annex 13C]**

5.10.1.2 Performance Monitoring

- (a) **Data collection/consolidation:** The M&E staff assisted by the MIS staff would regularly collect, clean and consolidate monitoring data. Pre-analysis tasks will be carried out on the data before it is ready to be synthesized and reported on.
- (b) **Analysis and reporting on periodic data (monthly, quarterly, annual etc.):** LASED II M&E would develop a range of periodic and other reports to be able to inform the World Bank, the Project Managements Team and other stakeholders of all project progress. All monitoring assessments, conclusions, results and periodic reporting on progress against the RBF outcome indicators will be provided in the following reports:
- **Monthly Performance Report (MPR)** – would be a simple report mainly including available collected process data, some reporting against the RF&M;
 - **Quarterly Performance Report (QPR)**– a more in-depth report than the monthly, will include full reporting against the RF&M for the quarterly period and other relevant findings;
 - **Semi-annual M&E Reports** – Required to be submitted to the Bank, explaining implementation progress and status;
 - **Annual Performance Report** – a comprehensive performance report containing in-depth analysis of LASED II monitoring and evaluation outputs and outcomes with a particular emphasis on results and impacts. Will also include any extracts from key evaluation reports and annual impact survey. Such evaluation is not generally required but might be warranted with a specific focus if deemed necessary.

Although this list of report formats should adequately cover LASED II reporting requirements for stakeholders, the formats should be flexible and modified as required throughout the LASED II project (for instance if it is felt that more qualitative information is required at certain junctures, then the report formats may be adjusted accordingly).

5.10.1.3 Impact Evaluation – Baseline, Mid-Term, End of Project Completion

A baseline survey would be undertaken as part of the project to establish and/or update the socio-economic situations in the project sites. This and the results of the mid-term survey would form the basis of a mid-term review that would be undertaken in Year 3 of the project. An end-of-the-project evaluation would also be undertaken to assess the overall achievement of the project development objective and indicators. An impact evaluation report will be provided at the end of the project detailing the full results and analysis of the impact evaluation.

Data from the surveys would be used for management decisions as well as for impact evaluation and would be integrated with other M&E data in the MIS database. The survey would be a multi-topic household survey that includes modules on welfare, land use, and food security. Specific data on food security would be collected through a module to determine the Household Food Insecurity Access Scale (HFIAS) for Measurement of Food Access. The HFIAS module would build on GIZ's experience with this tool in the LASED project area. The household surveys could be implemented by a Technical Service Provider with experience in carrying out multi-topic rural household surveys in Cambodia.

5.10.1.4 Community-Based Self-Monitoring System

For the purpose of field monitoring, LASED II uses a **Community-Based Monitoring and Evaluation (CBME)** methodology. Through CBME, community members engage in the monitoring and evaluation of the project. They share control over the content, process and results of the monitoring and evaluation, and then identify and take corrective actions based on those results.

In LASED II, CBME can be divided into two parts:

- (a) **Community-Based Results Monitoring** - focuses on tracking the outputs, outcomes and impacts achieved by the project, including changes in household livelihood and social capital and changes in socio-economic and environmental patterns within the project area.
- (b) **Community-Based Operation Monitoring** - focuses on tracking the project operation and processes to ensure quality of service and input deliveries and ensure accountability, ownership and satisfaction of the community. Specifically, monitoring would focus on training delivery, financial delivery and the group formation and management process.

**See the Community Operations Manual for more details.*

5.10.1.5 Household questionnaires

A key data source for M&E is a questionnaire that households would complete in or after sessions with the village/agriculture support staff. Households would be divided into groups of around 10 to 20 households, each with a group leader. Individual households would be responsible for recording relevant information, with the group leader playing a facilitation role. An option for ensuring the consistency of inputs over time would be to provide each household with a simple paper-based recordkeeping system (a household record book). All data fields should be self-explanatory and forms should have clear instructions and examples. The group leader would provide basic recordkeeping support and would collect data from the household group and send it to the local Community Development Facilitator (CDF). Each CDF would enter the data into digital form (Word, Excel, or database, depending on CDF's capacity) and send it to the M&E focal point at the province level for entry into the MIS database.

The current draft structure of the household questionnaire is as follows:

- Part 1: Geographic Information – Geo Code (Province + District + Commune + Site Code + LR Code);
- Part 2: Interview information – interview information and respondent information etc.;
- Part 3: General Information of Land Recipients (LRs) – Land recipients information etc.;
- Part 4: Residential Information – use of residential land and crop production in residential land (Before project, Current info etc.);
- Part 5: Agriculture Information – use of agriculture land, agriculture land preparation assistance, improved soil management and agriculture production, and crop production in agriculture land (before project, current info etc.);
- Part 6: Animal Raising Information – number of animal type they raising and supported source etc.;
- Part 7: Household Food Sufficiency.

5.10.2 Overall Progress Reporting

5.10.2.1 Main Reporting

LASED II M&E would develop a range of periodic and other reports to be able to inform their internal management, the PMT, the World Bank and other stakeholders of all project progress. All monitoring assessments, conclusions, results and periodic reporting on progress against the RF&M outcome indicators will be provided in the following reports:

(a) Monthly Implementation Progress Reports (MPR)

- Would be a simple report mainly including available collected process/performance data, including some reporting against the RF&M.
- Would include a quantitative section only.

[Sample Template would be develop and inserted here]

(b) Quarterly Implementation Progress Reports (QPR)

- A more in-depth report than the monthly, would include full reporting against the RF&M for the quarterly period and other relevant findings;
- Would include a narrative Section

[Sample Template would be develop and inserted here]

(c) Annual Implementation Progress Report

- A comprehensive performance report containing financial and physical progress, outputs, and outcomes for the whole calendar year would also include any extracts from key evaluation reports undertaken during the year.

5.10.2.2 M&E - Management Information System Component

The LASED II Monitoring and Evaluation System will include a MIS to assist with the storage, analysis and reporting on all collected data. The MIS should be a simple and flexible tool that can retain all LASED II monitoring data reliably. As well as the quantitative data sets, the MIS should be able to easily store qualitative, narrative data sets that are generated by the project. These can then be made available to project management and certain project recipients and stakeholders (for example agriculture cooperative Groups) to share knowledge and improve learning in key project areas.

The impact evaluation exercise would generate a lot of raw data, which would need to be captured by the MIS (the survey contractor would hand over these data sets to LASED II in agreed software application formats). The M&E staff will then extract this data as required from the MIS, and will then carry out any data analysis using specific statistical applications like SPSS or MS Excel.

6. Component 3: Contingent Emergency Response

Due to the high risk of catastrophic events in Cambodia, a provisional component is added under this project that allows for rapid reallocation of the credit funds during an emergency. In the event of a major crisis or disaster, the government may request the Bank to reallocate project funds to support response and reconstruction under streamlined procedures. This component would draw resources from the other expenditure categories to partially cover emergency response and recovery costs such as financing a positive list of goods and/or specific works and services required for emergency recovery. An Emergency Response Manual will apply to this component, detailing institutional, financial management, procurement, safeguard and any other necessary arrangements to ensure that funds are disbursed in a rapid and efficient manner following an eligible crisis or emergency.

IAAs to adopt a satisfactory Emergency Response Manual for Component 3 of the Project and, in the event of an eligible crisis or emergency, ensure that the activities under said component are carried out in accordance with such plan and all relevant safeguard requirements (see Section IV.B.2., Schedule 2).

This component, with an initial allocation of zero dollars, is part of IDA's support to an Immediate Response Mechanism (IRM) in Cambodia. The IRM allows reallocation of a portion of undisbursed balances of IDA-financed investment projects for recovery and reconstruction support following a formal Government request in the event of an eligible emergency. With IDA's support, Cambodia is developing its Emergency Response Manual (ERM). The ERM will detail eligible uses, financial management, procurement, safeguard and any other necessary implementation arrangements. The preparation and acceptance of the ERM is a condition prior to disbursement of any funds reallocated to this component. The ERM will also serve as the component's operation manual. In the event that the component is activated, the Project Development Objective and results framework may be amended as needed under a Level Two restructuring to reflect the provision of immediate and effective response to the eligible crisis or emergency.

For Component 3, disbursements would be made either against a positive list of critical goods and/or against the procurement of works, and consultant services required to support the immediate response and recovery needs of Cambodia. The details of eligible expenditures and disbursement arrangements will be further defined in the Emergency Response Manual, which will be developed early during Project implementation and before any disbursements under that component can be released.

In the event that Component 3 may finance goods, works and/or consultant services required for an eligible crisis or emergency, the applicable procurement methods and procedures under the relevant provisions of the World Bank's procurement guidelines will be further detailed in the Emergency Response Manual.

In respect of any potential emergency response activities under Component 3, the Emergency Response Manual approved by the Bank will detail the applicable environmental and social safeguard arrangements and instruments, consistent with the Bank's safeguard policies.

Disbursement for Component 3 - Contingent Emergency Response. No withdrawal shall be made under Component 3 until the government has: (a) declared that a crisis or emergency has occurred, and the Bank has agreed with such determination; (b) prepared and disclosed all safeguards instruments required for activities under Component 3 of the Project, if any, and the government has implemented any actions which are required to be taken under said instruments; (c) established adequate implementation arrangements, satisfactory to the Bank, including staff and resources for the purposes of said activities; and (d) has prepared and adopted the Emergency Response Manual, acceptable to the Bank and annexed to the PIM, so as to be appropriate for the inclusion and implementation of activities under Component 3. ERM will be developed during the first year of project implementation or in any event prior to the release of any funds under Component 3.

Disbursements would be made either against a positive list of critical goods and/or against the procurement of works and/or consultant services required to support the immediate response and recovery needs of government. All expenditures under this component, should it be triggered, will be in accordance with OP/BP 10.00 and will be appraised, reviewed and found to be acceptable to the Bank before any disbursement is made. All supporting documents for reimbursement of such expenditures will be verified by the internal auditors of government, where applicable, and by the implementing agency, certifying that the expenditures were incurred for the intended purpose and to enable a fast recovery following the crisis or emergency, before the withdrawal application is submitted to the Bank. This verification would be sent to the Bank together with the application.

ANNEXES

Table 44: Result Frameworks and Monitoring

Annex 1: Results Framework and Monitoring

Country: Cambodia

Project Name: KH-Land Allocation for Social and Economic Development Project II (P150631)

Results Framework

Project Development Objectives

PDO Statement

The project development objective is to help improve the target beneficiaries' access to agriculture resources and selected infrastructure and social services in project communities.

These results are at | Project Level

Project Development Objective Indicators

Indicator Name	Baseline	Cumulative Target Values						End Target
		YR1	YR2	YR3	YR4	YR5	YR6	
Eligible families that have received support for land tenure security (Percentage)	0	80	100	100	100	100	100	100
Public infrastructure and other services provided as elaborated in AWPB (Percentage)	0	80	80	80	80	90	90	90
Targeted clients satisfied with agricultural services (percentage) (Percentage) - (Core)	0	50	55	60	65	70	70	70
Targeted clients satisfied with agricultural services - male (number) (Number - Sub-Type: Supplemental) - (Core)	0	1365	1501	1638	1774	1911	1911	1911
Targeted clients satisfied with agricultural services - female (number) (Number - Sub-Type: Supplemental) - (Core)	0	455	500	546	591	637	637	637
Targeted clients- male (number) (Number - Sub-Type: Supplemental) - (Core)	3375	3375	3375	3900	3900	3900	3900	3900
Targeted clients – female (number) (Number - Sub-Type: Supplemental) - (Core)	975	975	1300	1300	1300	1300	1300	1300

Intermediate Results Indicators: Component 1: Infrastructure and Livelihood Systems								
Sub-Component 1.1: Social Land Concession Investment Planning and Prioritization								
Indicator Name	Cumulative Target Values							
	Baseline	YR1	YR2	YR3	YR4	YR5	YR6	End Target
Target population with use or ownership rights recorded as a result of the project (Number) - (Core)	4697	4697	5141	5141	5141	5141	5141	5141
Sub-Component 1.2: Land Preparation and Infrastructure Development								
Land prepared and planted with cover crop (Percentage)	25	25	100	100	100	100	100	100
Sub-Component 1.3: Agriculture and Livelihood Development								
Land under productive agriculture (Percentage)	30	40	40	50	60	80	80	80
Land area where sustainable land mgt. practices were adopted as a result of project (Hectare(Ha)) - (Core)	500	700	1500	2500	3500	5000	5000	5000
Clients who have adopted an improved agriculture. technology promoted by the project (Number) - (Core)	1350	1380	1380	2080	2600	3640	3640	3640
Clients who adopted an improved agriculture technology promoted by project – female (Number - Sub-Type: Breakdown) - (Core)	350	390	390	650	700	910	910	910
Targeted clients who are members of an association (percentage) (Percentage) - (Core)	8	20	40	60	70	90	90	90
Targeted clients who are members of an association - male (number) (Number - Sub-Type: Breakdown) - (Core)	312	780	1560	2340	2730	3510	3510	3510
Targeted clients who are members of an association – female (number) (Number - Sub-Type: Breakdown) - (Core)	104	260	520	780	910	1170	1170	1170
Household Food Insecurity Access Scale (HFIAS) (Index) (Self-assessment of beneficiaries' food and nutrition security) (Text)	100	95	90	80	70	50	50	50
Beneficiaries that feel project investments reflected their needs (percentage) (Percentage) - (Core)	0	75	75	75	75	75	75	75
Beneficiaries that feel project inv. reflected their needs - female (number) (Number - Sub-Type: Supplemental) - (Core)	0	731	731	731	731	731	731	731
Beneficiaries that feel project inv. reflected their needs - male (number) (Number - Sub-Type: Supplemental) - (Core)	0	2531	2925	2925	2925	2925	2925	2925
Intermediate Results Indicators: Component 2: Project Management								
Reporting to NCDD, NCSLC and Bank on time (Number) (Number)	0	2	4	6	8	10	10	10
MIS system developed and information regularly updated and publicly available (Text)	0	N/A	Yes	Yes	Yes	Yes	Yes	Yes

Indicator Description

Project Development Objective Indicators

Indicator Name	Description (indicator definition etc.)	Frequency	Data Source / Methodology	Responsibility for Data Collection
Eligible families that have received support for land tenure security	Percentage of eligible land recipients who have received support for land tenure security. Data need to be gender-disaggregated (individual owners, co-signatories).	Semi-Annually	Progress reports and MLMUPC records	GSSLC
Public infrastructure and other services provided as elaborated in AWPB	Percentage of amount disbursed vs. budget allocated for the year as per the approved AWPB.	Semi-Annually	MLMUPC records	GSSLC
Targeted clients satisfied with agricultural services (percentage)	This indicator measures the percentage of clients who expressed satisfaction with the services provided in the project areas based on formal or informal survey.	MTR and End of Project	Impact Evaluation Survey	GSSLC
Targeted clients satisfied with agricultural services - male (number)	No description provided.	MTR and End of Project	MLMUPC records	GSSLC
Targeted clients satisfied with agricultural services - female (number)	No description provided.	MTR and End of Project	Impact Evaluation Survey	GSSLC
Targeted clients- male (number)	No description provided.	Semi-Annually	MLMUPC recors	GSSLC
Targeted clients – female (number)	No description provided.	Semi-Annually	MLMUPC records	GSSLC

Intermediate Results Indicators

Indicator Name	Description (indicator definition etc.)	Frequency	Data Source / Methodology	Responsibility for Data Collection
Target land area with use or ownership rights recorded as a result of project	This indicator measures the area over which use or ownership rights have been recorded as a result of the project.	Annually	MLMUPC records	GSSLC
Target population with use or ownership rights recorded as a result of the project	This indicator measures the population targeted by the project whose land tenure rights (use or ownership) are recorded in the land admin system (whether in a register/registry, a cadastre, or any relevant organization where the information on land tenure rights is held).	Annually	Progress reports and MLMUPC records	GSSLC
Land prepared and planted with cover crop	Percentage of total agriculture land that has been cleared and planted for the first time. The total agriculture area in all sites is approximately 8000ha.	Annually	Progress reports	GSSLC
Land under productive agriculture	Percentage of agriculture land under production for home consumption and/or marketing (excluding fallow land). The total agriculture area in all sites is approximately 8000ha.	Annually	Survey Progress reports (A survey would be conducted with a simple questionnaire that farmers would complete in or after sessions with the village/agriculture support staff. This data collection method would also serve other indicators).	GDA
Land area where sustainable land mgt. practices were adopted as a result of project	This indicator measures the land area that as a result of the Bank project incorporated and/or improved sustainable land management practices. This indicator can track progress toward sustainability at farm scale and at landscape scales within agro-ecological zones, watersheds, or basins. The baseline value for this indicator is expected to be zero.	Annually	Survey Progress Reports	GSSLC
Clients who have adopted an improved agriculture technology promoted by the project	This indicator measures the number of clients of the project who have adopted an improved agricultural technology promoted by the project.	Annually	Survey Progress Reports	GDA
Clients who adopted an improved agriculture technology promoted by project – female	No description provided.	Annually	Survey Progress Reports	GDA

Targeted clients who are members of an association (percentage)	This indicator measures the share of clients (may include farmers or members of a business) who have become members of a relevant association as a result of project activities.	Annually	Survey Progress Reports	GDA
Targeted clients who are members of an association - male (number)	No description provided.	Annually	Survey Progress Reports	GDA
Targeted clients who are members of an association – female (number)	No description provided.	Annually	Survey Progress Reports	GDA
Targeted clients - male (number)	No description provided.	Semi-Annually	MLMUPC records	GSSLC
Targeted clients - female (number)	No description provided.	Semi-Annually	MLMUPC records	GSSLC
Household Food Insecurity Access Scale (HFIAS) (Index) (Self-assessment of beneficiaries' food and nutrition security)	Changes in perceived, self-assessed food and nutrition insecurity - using HFIAS calculated score (index) (Indicator has been introduced by GIZ in LASED Project)	Annually	Survey	GSSLC
Beneficiaries that feel project investments reflected their needs (percentage)	This will measure the extent to which decisions about the project reflected community preferences in a consistent manner.	Annually	Survey Progress Reports (Survey to cover, where applicable both, husband and wife).	GSSLC
Beneficiaries that feel project inv. reflected their needs - female (number)	No description provided.	Annually	Survey Progress Reports	GSSLC
Total beneficiaries - female (number)	No description provided.	Semi-Annually	MLMUPC records	GSSLC
Total beneficiaries - male (number)	No description provided.	Semi-Annually	MLMUPC records	GSSLC
Beneficiaries that feel project inv. reflected their needs - male (number)	No description provided.	Annually	Survey Progress Reports	GSSLC
Reporting to NCDD, NCSLC and Bank on time (Number)	Number of Semi-Annual Reports which include the physical and financial progress reports and accompanying supporting documents.	Semi-Annually	Project Reports	GSSLC, NCDDS, GDA
MIS system developed and information regularly updated and publicly available	Semi-Annual Reports prepared based on updated/current MIS data; and the dis-closable project data uploaded in the project website.	Semi-Annually	Project Reports	GSSLC

ANNEX 2: SAMPLE ALLOCATION FORMULAS FOR RURAL INFRASTRUCTURE AND SERVICES

Table 45: Sample Allocation Formulas for Rural Infrastructure and Services

Item	Allocation Per TLR (\$US)		
	Residential Only	Agricultural Only	Residential & Agricultural
Land Preparation			
• Cadastral Survey	2	4	4
• Clearing	0	200	200
• Boundary Marking	25	25	25
• Access Tracks	23	71	71
Sub-Total for Land Preparation	50	300	300
Settling-In Assistance			
• Start-Up Package	50	150	150
• Livelihood Support	0	200	200
Sub-Total for Settling-in Assistance	50	350	350
Rural Services			
• Agriculture Needs Assessment	0	2	2
• Agriculture Extension Year 1	0	20	20
• Agriculture Extension Year 2	0	20	20
• Water, Hygiene and Sanitation Campaign	5	0	5
• Other Services	45	8	53
Sub-Total for Rural Services	50	50	80
Rural Infrastructure			
• All Weather Road	50	125	150
• Rural Water Supplies	75	0	75
• Other Infrastructure	25	25	75
Sub-Total for Rural Infrastructure	150	150	300
Total For Rural Infrastructure and Services	300	850	1050

Land Preparation Consists of some or all the following activities:

- Removal of trees, Tree-Stumps and Roots
- Cutting of brush
- Removal of rocks
- Removal of ant hills
- Leveling
- Ploughing

The areas to be treated with each activity are shown on the sketch map.

The unit quantity for all activities is one hectare. Measurement is to the nearest 0.1 hectare.

The actual amount of work required per hectare will vary depending on the present condition of the site. Therefore, the bidder must inspect the site carefully before making his bid. Contracts will be executed on the understanding that the winning bidder has fully informed himself about the present condition of the site.

Removal of trees, tree-Stumps and Roots

The contractor shall clear the indicated areas of the site of all trees and tree stumps exceeding 75mm in diameter. Stumps and roots shall be removed to a depth of no less than 600mm below ground level. The cavities resulting from the removal of trees, tree stumps and roots shall be backfilled and compacted to a density of at least the density of the surrounding ground, so that no depression more than 50mm deep remains.

The following trees shall not be removed unless so directed by the Technical Supervisor:

- Trees marked on the sketch map as to be retained;
- Trees located within 0.5m of a plot boundary line shown on the sketch map;
- Trees with trunk diameter greater than 300mm.

CLEARING OF SCRUB BUSH AND VEGETATION

The contractor shall clear the indicated areas of the site of all scrub bush and vegetation to a height of not more than 100mm above ground level, and remove the cut material from the site.

REMOVAL OF ROCKS

The contractor shall remove from the indicated areas of the site of all rocks with a smallest dimension (the smallest distance from side to side measured through the middle of the rock) bigger than 250mm, and visible at the surface or exposed by tree clearing, anthill removal, levelling, ploughing or other activities required under the contract. Any depressions resulting from removal of boulders shall be backfilled and compacted to at least the density of the surrounding ground, so that no depression more than 50mm deep remains.

REMOVAL OF ANT HILLS / TERMITE HILLS

The contractor shall remove from the indicated areas of the site all anthills or termite hills with height more than 0.5m above general ground level. Anthills and termite hills shall be removed to a depth of 200mm below the general ground level, and the resulting depression shall be backfilled and compacted to at least the density of the surrounding ground, so that no depression more than 50mm deep remains.

LEVELLING

The contractor shall submit to the technical supervisor a plan for shaping the ground in the indicated areas of the site into two types of area:

- slopes with angle between 1 vertical to 3 horizontal and 1 vertical to 5 horizontal ;
- flat ground with no overall change in elevation of more than 100mm from one side to the other, and no high or low spots varying more than 100mm from the surrounding general ground level.

On approval of the plan by the Technical Supervisor, the contractor shall proceed by clearing and stockpiling the topsoil to a depth of 150mm. After shaping the ground according to the plan and to the approval of the Technical Supervisor, the contractor shall then spread the topsoil evenly over the flat ground.

PLOUGHING

The contractor shall use a tractor of not less than 50 bhp for ploughing. The contractor shall plough the indicated areas of the site to a depth of not less than 150mm, turning the soil over once.

DISPOSAL OF WASTE

No additional payment will be made for disposal of waste. Natural waste consisting of vegetation removed from the site [may / may not be]²⁴ burned on the site. All burning will take place at times and at locations agreed in advance with the Technical Supervisor.

Rocks, ant-hill material and vegetable matter that cannot be burned may be disposed of at the locations marked on the sketch map.

The contractor has the right to remove from the site and use for any purpose whatsoever any materials required to be cleared from the site under the Contract.

²⁴ Delete as appropriate to the specific site.

Boundary marking consists of the activity of marking the plot boundaries shown on the sketch map with permanent concrete boundary posts. Positions of the plot boundaries are to be confirmed by the office of cadaster of the provincial department of land management urban planning and construction.

The unit quantity for boundary marking is one concrete post.

The work required for boundary marking will vary depending on the present condition of the site. Therefore, the bidder must inspect the site carefully before making his/her bid. Contracts will be executed on the understanding that the winning bidder has fully informed himself about the present condition of the site.

CONCRETE POSTS

Concrete posts used for boundary marking will be square-section, pre-cast concrete posts made from sound concrete. Posts are to be minimum 110mm square section at the base and minimum 100mm square section at the top. Posts are to be minimum 1.8m length. Concrete used for making the posts is to be of mix 1 cement: 2 sand: 4 coarse aggregate by volume, or minimum strength 20N/mm². Posts are to contain minimum 4 reinforcing bars of minimum 6mm diameter each along the full length of the post. Posts are to contain minimum two through holes for stringing fencing wire (the contractor is not required to provide wire).

FIXING OF POSTS

Posts are to be fixed in the natural earth to a minimum 0.6m depth and maximum 0.7m depth (or minimum 1/3 the length of the post if the post is longer than 1.8m). The post hole is to be backfilled and compacted so that the post is secure and cannot be moved by hand. The maximum deviation from vertical allowed is 50mm measured from the top of the post to ground level. Posts are to be placed with the wire holes aligned along the boundary, of half-way between the two boundary alignments at a corner.

NUMBER AND LOCATION OF POSTS

The maximum distance between posts is to be 50m. Posts are to be placed at all angles and intersections of the plot boundaries. Posts are to be placed so that at no point is any plot boundary more than 0.5m horizontal distance from a straight line connecting two adjacent posts. Positions of plot boundaries are to be confirmed by the Office of Cadastre.

Access track construction consists of clearing, shaping and compacting access tracks to the standard cross-section, and improvement of water course crossings where required. Access tracks and water course crossing will be constructed at the locations shown on the sketch map.

THE UNIT QUANTITIES FOR ACCESS TRACK CONSTRUCTION CONSIST OF

- KM of access track (Measured to the nearest 10M)
- Meter of improved water course crossing.

The work required for access track construction will vary depending on the present condition of the site. Therefore, the bidder must inspect the site carefully before making his/her bid. Contracts will be executed on the understanding that the winning bidder had fully informed him/herself about the present condition of the site.

STANDARD CROSS-SECTION - All access tracks are to be constructed to the standard cross-section shown below.

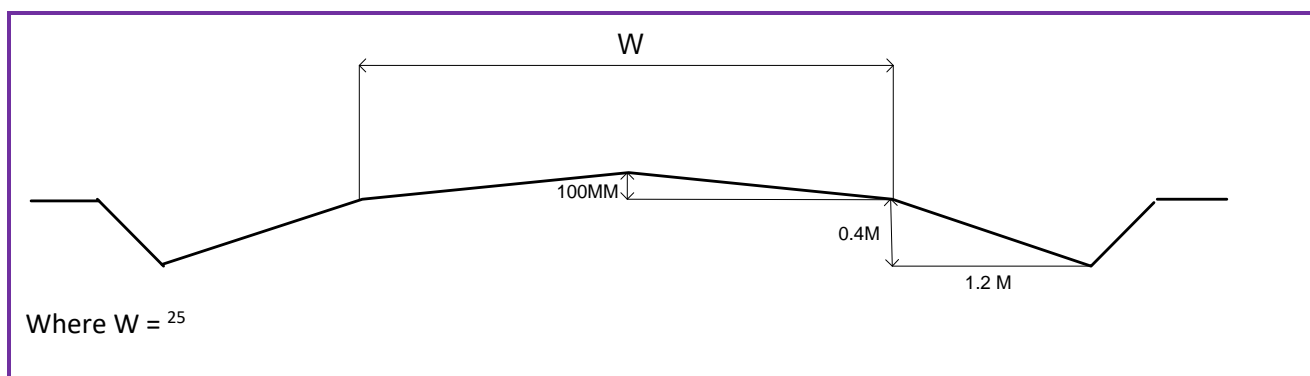


Figure 14: STANDARD CROSS-SECTION - All access tracks are to be constructed to the standard cross-section

The access track is to be formed by the following process:

- Set out the center line of the track to the approval of the Technical Supervisor. Place reference marks off the roadway so that the position of the center line can be checked.
- Clear all top-soil, vegetation and rocks larger than 100mm diameter, to a width of $W + 3m$ and dispose at the location for waste disposal shown on the sketch map;
- Cut the side drains with a bulldozer or grader and bring the cut material in to the roadway to form the camber;
- Compact the cut material by any suitable means to form a smooth surface suitable for passage of cars and motorcycles in dry weather.

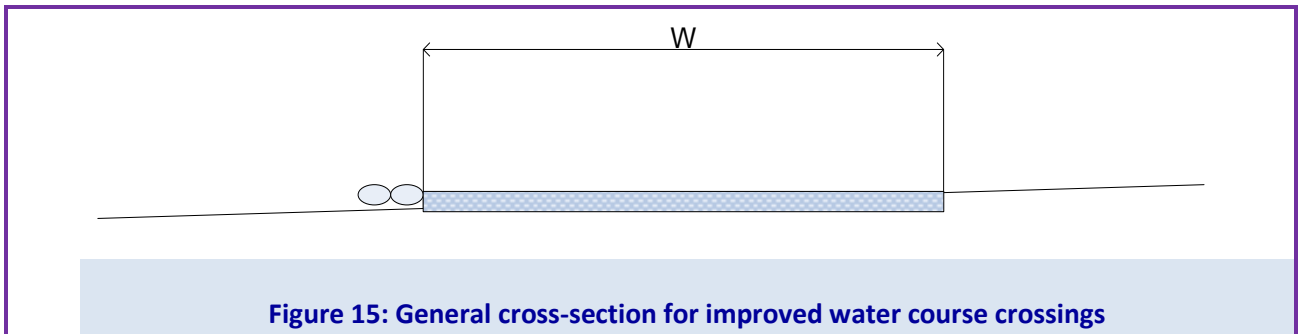
WATER COURSE CROSSING

Where the contractor indicated on the sketch map will form an improved water course crossing by the following process:

²⁵ It is suggested that a total width of 10m between plot boundaries should be allowed for access tracks. The recommended width of the road way is 4m.

- (a) Cut the approaches of the access track either side of the water course so that the slope of the track is no more than 1 vertical to 10 horizontal at any point;
- (b) Place rocks of minimum dimension 200mm and maximum dimension 300mm in a double line on the downstream side of the crossing;
- (c) Place gravel of 40 to 60mm size in a layer 150mm thick across the part of the crossing that will be under water, to form a sound surface for the passage of vehicles.

A general cross-section for improved water course crossings is shown below:



[See Form 41]

ANNEX 3E LAND PREPARATION, BOUNDARY MAKING AND ACCESS TRACK: CONTRACT PROGRESS REPORT

Table 46: Land Preparation, Boundary making and Access Track: Contract Progress Report

COMMUNE		DISTRICT		PROVINCE		
LOCATION OF SOCIAL LAND CONCESSION				NAME OF CONTRACTOR:		
TASK	DESCRIPTION	QTY IN BOQ	QTY COMPLETED	UNIT COST FROM BOQ	VALUE OF COMPLETED WORK	COMMENTS
1.1	Remove all trees, tree stumps and roots larger than 75mm diameter to 600mm below ground level					
1.2	Backfill all holes to no more than 50mm depth					
1.3	Dispose of waste material according to the specification.					
	TOTAL TREE REMOVAL CORRECTLY COMPLETED					
2.1	Cut all brush and vegetation to no more than 100mm above ground level					
2.2	Dispose of waste material according to the specification					
	TOTAL BRUSH CUTTING CORRECTLY COMPLETED					
3.1	Remove all rocks bigger than 250mm (smallest dimension) that can be seen					
3.2	Dispose of waste material according to the specification					
	TOTAL ROCK REMOVAL CORRECTLY COMPLETED					
4.1	Remove ant hills more than 0.5m high to 200mm below ground level					
4.2	Backfill all holes to no more than 50mm depth					
4.3	Dispose of waste material according to the specification					
	TOTAL ANT HILL REMOVAL CORRECTLY COMPLETED					
4.1	Strip topsoil from areas to be leveled					
4.2	Create slopes with angle 1:3 to 1:5					
4.3	Level flat ground to 100mm max high or low spots					
4.4	Replace topsoil					
4.5	Dispose of waste material according to the specification					
	TOTAL LEVELLING CORRECTLY COMPLETED					
5.1	Plough land with tractor minimum 50bhp to depth 150mm					
5.2	Dispose of waste material according to the specification					
	TOTAL PLOUGHING CORRECTLY COMPLETED					
6.1	Boundary marker posts made according to specification					

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COMMUNE		DISTRICT		PROVINCE		
LOCATION OF SOCIAL LAND CONCESSION				NAME OF CONTRACTOR:		
TASK	DESCRIPTION	QTY IN BOQ	QTY COMPLETED	UNIT COST FROM BOQ	VALUE OF COMPLETED WORK	COMMENTS
6.2	Boundary marker posts fixed in ground to 1/3 of length, cannot be moved with hand and stand vertical					
6.3	Boundary markers placed in correct locations					
	TOTAL BOUNDARY MARKING CORRECTLY COMPLETED					
7.1	Topsoil stripped from access tracks					
7.2	Standard cross-section constructed correctly					
7.3	Track surface suitable for passage of cars and motorcycles in dry weather					
7.4	Waste material disposed of according to the specification					
	TOTAL ACCESS TRACK CORRECTLY COMPLETED					
8	Improved water course crossings constructed according to the specification.					
	TOTAL WATER COURSES CORRECTLY COMPLETED					
				TOTAL VALUE OF ALL CORRECTLY COMPLETED WORK		
				TOTAL VALUE OF CONTRACT		
				PERCENTAGE OF CONTRACT CORRECTLY COMPLETED		

NAME OF TECHNICAL SUPERVISOR: _____ SIGNATURE: _____

DATE OF REPORT: _____

DATE OF MEETING OF COMMUNE SOCIAL LAND CONCESSION COMMITTEE TO REVIEW REPORT: _____

COMMENTS OF SOCIAL LAND CONCESSION COMMITTEE

ANNEX 4 FINANCIAL MANAGEMENT ARRANGEMENTS – Local Transportation Rate

LOCAL TRANSPORTATION RATE FOR CAPITAL – PROVINCE IN CAMBODIA (Round Trip)

ត្រូវធ្វើជំនើរ ទៅ-មក សម្រាប់រាជធានី ខេត្ត ខ្ពស់ប្រទេសកម្ពុជា

ល.រ	ខេត្តដំណើរ	រាជធានី ខេត្ត គោលដៅ																							
		BMC	BAT	KPC	KCH	KSP	KPT	KAM	KDL	KKG	KRT	MKR	PNP	PVH	PVG	PUR	RAT	SRP	SHV	STG	SVR	TAK	OMC	KEP	PLN
1	BMC		12	35	25	25	25	34	23	48	45	52	23	35	34	20	62	12	37	58	40	30	22	34	13
2	BAT			30	17	20	20	29	18	43	37	47	18	40	29	15	57	17	32	52	33	25	32	30	10
3	KPC				25	15	13	25	15	39	12	43	15	35	16	30	42	23	27	27	22	36	27	30	
4	KCH					15	24	23	15	38	35	42	10	47	23	15	50	28	27	45	27	18	38	25	22.5
5	KSP						20	18	8	26	28	38	7	40	21	18	46	28	20	41	23	11	47	19	28
6	KPT							26	17	38	34	37	14	25	23	25	52	15	29	34	28	21	30	30	22.5
7	KAM								14	25	34	42	12	47	24	25	53	32	12	47	28	9	52	5	41
8	KDL									30	24	33	4	35	16	15	43	24	18	38	17	10	41	14	33
9	KKG										45	57	25	57	39	38	70	46	27	66	45	34	67	33	56
10	KRT											21	22	57	34	32	25	40	37	12	38	30	62	34	47
11	MKR												30	50	42	43	38	43	45	29	45	38	70	42	58
12	PNP												0	35	16	13	40	20	15	35	17	6	40	14	33
13	PVH													35	45	66	25	50	42	50	43	50	47	45	
14	PVG														24	40	32	28	30	17	20	60	25	41	
15	PUR															55	30	28	45	30	23	37	26	18	
16	RAT																49	55	20	55	48	80	53	68	
17	SRP																	35	45	37	28	30	33	20	
18	SHV																		50	32	15	55	17	45	
19	STG																			50	43	75	48	61	
20	SVR																				24	60	29	45	
21	TAK																					48	12	38	
22	OMC																						63	43	
23	KEP																							41	
24	PLN																							0	

**** ត្រូវធ្វើជំនើរតែមួយដង

Source: NCDD-Finance and Administrative Division, Dated: 2011

This proposed LASED II project would be implemented under the established government institutional arrangements, which were designed for the original LASED project. There are some changes from the original LASED project as outlined in Paragraph 63 in the main text of this PAD.

Procurement Risks and Action Plan to Mitigate Risks

Risk/Risk Area	Mitigation measure	Period of implementation of the measure
Weak capacity and procurement oversight at central level	High prior review by the Bank and lowered prior review thresholds. Post review by the Bank annually on sample of 15% of contracts. Hire one procurement consultant in first year or engage more qualified staff and Bank will provide procurement training to all project staff.	During implementation and annually
Weak capacity and oversight at sub-national levels	The project design includes training of concerned commune/sangkat councils and community members prior to start of implementation of subprojects. An integrated fiduciary audit will be carried out annually	During implementation
Unclear procedures for community participation in procurement	The Community Operation Manual (COM) have been prepared with the Bank's support to have clear procedures for community participation in procurement. COM is an annex to the Project Implementation Manual.	During implementation
Delays in procurement cycle management	Keep tracking form of procurement actions and monitor progress. Appoint focal person to provide technical inputs for each package and provide training to evaluation committees for each package	During implementation
Governance associated risks	The Project design includes a communication strategy to inform stakeholders about the project which would bring more awareness. SOP and Procurement Law provides grounds for enhanced mitigation of governance risks and each bidding documents/RFP will provide for channels and contacts of both Government and Bank through which interested parties may lodge their procurement complaints	During implementation

(a)

Agreed Procurement Plan

Thresholds for Procurement Methods and Bank's Prior Reviews:

I. Goods, Works, and Non-consulting services.

Prior Review Threshold: Procurement Decisions subject to Prior Review by the Bank as stated in Appendix 1 to the Bank's Guidelines- Procurement of Goods, Works, and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers.

A. Procurement at national Level

	Procurement Methods	Contract Value Threshold (US\$'000)	Prior Review Threshold (\$'000)	Comments
1	ICB (Goods)	>=600	All	All ICB contracts
2	NCB (Goods)	100 – 600	All NCB over USD 300,000	-
3	Shopping (Goods)	<100	non	-
4	Direct Contracting (Goods & Works)	-	All contracts procured at national level	Regardless of value
5	ICB (Works)	>= 2,000	All	All ICB contracts
6	NCB (Works)	200-2,000	All NCB over USD 1 million	-
7	Shopping (Works)	<200	non	

B. Procurement at Sub-national levels

	Procurement Methods	Contract Value Thresholds (US\$)	Prior Review Threshold (\$'000)	Comments
--	---------------------	----------------------------------	---------------------------------	----------

Community Participation in Procurement

1	Shopping (Goods)	<20,000	Non	
2	Shopping (Works)	<40,000	Non	

3	Direct Contracting (Goods & Works)	-	Non	This method is used when there is only one source available, emergency, very small value, the need to adopt certain technology or a repeat order. This method is subject to the <u>prior review by the national office and provincial office of LASED II.</u>
4	Community Force Account (Works)	-	Non	The community implements the Community Procurement Packages using its own resources (skilled and unskilled labor, materials, equipment).
Open Competitive Bidding as per C/S PIM (Goods and Works)		<100,000	Non	if estimated contract amount is US\$100,000 or more, the procurement will be carried out by the national level.

Notes All contracts at the sub-national levels will not be subject the Bank's prior review. All contracts are subject to the Bank's post review.

1. The World Bank will randomly post review 15% of all community procurement packages at the community level.
3. The National Project Office will randomly select at least 15% of community procurement packages for its post review exercise.

II. Selection of Consultants:				
Prior Review Threshold: Selection decisions subject to Prior Review by Bank as stated in Appendix 1 to the Bank's Guidelines- Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers.				
A. Procurement at national Level				
	Selection Methods	Contract Value Threshold (\$'000)	Prior Review Threshold (\$'000)	Comments
1	Quality & Cost Based Selection (QCBS),	>=300	>=100	All contracts
2	Least-Cost Selection (LCS) and Selection Based on Consultant Qualifications (CQS)	<300	>= 100	
3	Single Source (Firms)	-	All contracts	Regardless of value
4	Selection of Individual Consultants	-	>\$100, all sole-source selection, and fiduciary and legal positions	

Note: Short list comprising entirely of national consultants (Firms registered or incorporated in the country): The shortlist of consultants for services, estimated to cost less than US\$200,000 equivalent per contract, may comprise entirely of national consultants in accordance with the provisions of Paragraph 2.7 of the Consultant Guidelines. In the case where no sufficient number of national firms is available, international advertisement (REOI on UNDB) can be applied.

B. Procurement at Sub-national levels				
	Procurement Method	Contract Value Thresholds (US\$)	Prior Review Threshold (\$'000)	Comments
A. Community Participation in Procurement				
1	Selection of Individual Consultants	-	non	Expected to be for very small value contracts. If less than three CVs of qualified consultants received, no re-advertisement is required, but the approval of the provincial project office is required before proceeding with the next step of procurement process.
2	Selection of NGO or Firm through CQS method	<10,000	Non	

Notes All contracts at the sub-national levels will not be subject the Bank's prior review. All contracts are subject to the Bank's post review.
 1. The World Bank will randomly post review 15% of all community procurement packages at the community level.
 2. The National Project Office will randomly select at least 15% of community procurement packages for its post review exercise.

I. GOODS									
Contract Package No.	Bid/Contract No.	Description of Contract Package	Total Estimated Cost (USD)	Methods of Procurement	Domestic Preference for ICB	Review by DP (Prior/Post)	Procuring Agency's Name	Estimated Contract signing Date	Remark
1	2	3	4	5	6	7	8	10	12
1	LASED/ NCDDES/G/ NCB/01/16	Vehicles (6 Pickup Trucks and 3 Station Wagon Cars). Total Pick Up: 6 Units. Total Station Wagon: 3 Units. For National level and Sub-National.	270,000.00	UNOPS	No	Post Review	LASED/NCDDES	Oct-16	

2	LASED/ NCDDDS/G/ SP/02/16	Motorcycles for 1) 2 Provinces: a. Kg. Speu (7 units for PTT), b. Kg. Chhnang (7 units for PTT), c) Tbong Khmum (5 Units). Total: 19 units. 2) Districts: 4 Districts (SMC, OR, PBL, PPS) = 6 Units per District. Total 24 units. 3) 6 Communes: (PPSD, CL, PM, RSMK, DG, CBK. 1 Unit per Commune. Total 6 units. NCDDDS: 2 Units, GSSLC: 2 Units, GDA: 2 Units. Total 55 Units	82,500.00	Shopping with Advertisement	No	Post Review	LASED/NCDDDS	Oct-16	
3	LASED/ NCDDDS/G/ NCB/03/16	Computer Equipment for A) National Level: 1) Laptops (8 units), 2) Laptop with high capacity for GSSLC Communication & LASED Infra Adviser (2 units). 3) Photocopy machine 36 pages/min: (3 units). 4) LaserJet Printer (3 units). 5) LCD Projector with Screen (1 unit) for GDA. B) Provincial: 1) Laptops (17 units); KPS 3, KPCH 3, TBK 3, KRT 3, KPT 3. 2) Laptop with high capacity for Infra Engineers (2 units). 3) Photocopy Machine (6 units), 4) LaserJet Printer (6 units), 5) LCD Projector (3 units for new provinces + 1 unit for Kratie= 4 units) & Screen (4 units). C) District: Laptops (8 units) for DTT and LaserJet Printer (8 units).	104,000.00	NCB	No	Post Review	LASED/NCDDDS	Nov-16	
4	LASED/ NCDDDS/G/ SP/04/16	Camera Equipment. A) National level: 1) Professional Camera (3 units) and Professional Video Camera (3 units) for LASED-GSSLC Communication, LASED-NCDDDS & GDA. B) Provincial: 1) Camera (6 units); 2) Aircon (6 units).	27,000.00	Shopping with Advertisement	No	Post Review	LASED/NCDDDS	Jul-16	
5	LASED/ NCDDDS/G/ SP/05/16	Software (GIS, Accounting) for NCDDDS, GSSLC & GDA	11,000.00	Shopping w/out advertisement	No	Post Review	LASED/NCDDDS	Jul-16	

6	LASED/ NCDDS/G/ SP/06/16	Office Furniture for 1) GDA: Desk (6 units), Chair (6 units), Meeting table (1 unit) with Chairs (10 units), Filing cabinet (2 units). 2) 3 new Provinces (15 Desks, 15 Chairs, 6 Cabinets, 6 Filing Cabinets, 3 Meeting Table with 30 Chairs. 3) 4 Districts: (20 Desks, 20 Chairs, 8 Cabinets, 8 Filing Cabinets, 4 Meeting Table with 40 Chairs. 4) 5 new Health Posts: a) Desk (10 units), b) Chair (10 units), c) Cabinet Set (5 units), d) Filing Cabinet 4 Drawer (5 units), e) 3 Connected Chair (5 units), f) Patient Bed (10 units), g) Water Filter (5 sets).	32,090.00	Shopping with Advertisement	No	Post Review	LASED/NCDDS	Jul-16	
7	LASED/ NCDDS/G/ SP/07/16	Soil Testing Kits (150 kits)	22,500.00	Shopping w/out advertisement	No	Post Review	LASED/NCDDS	Aug-16	
8	LASED/ NCDDS/G/ SP/08/16	Mobile loud speaker for LASED GSSLC (1 unit of Loud Speaker, 1 Stand, 1 Transmitter and 1 Receiver)	1,260.00	Shopping w/out advertisement	No	Post Review	LASED/NCDDS	Aug-16	
9	LASED/ NCDDS/G/ SP/09/16	1) GPS Mapping for GDA including Licenses QTY 5 units. For New Provinces (KCH, KSP, TBM) QTY 4 Units and for NCDDS QTY 1 Unit. Total GPS: 10 Units. 2) Concrete Test Hammer for 4 new provinces QTY 4 Units and for NCDDS QTY 1 Unit. Total CTM: 5 Units. 3) Dynamic Cone Penetrometer (DCP) for new provinces and NCDDS. Total DCP 5 Units. 4) Automatic Level / Topography Survey for new provinces and NCDDS. Total Topo: 5 Units.	39,350.00	Shopping with Advertisement	No	Post Review	LASED/NCDDS	Sep-16	
10	LASED/ NCDDS/G/ NCB/10/16	Agriculture Start-Up Packages for Dong 700 HH (Agri kits 8 items, rice 200kg/HH, vegetable seeds 6 items, plants 5 items)	252,000.00	NCB	No	Post Review	LASED/NCDDS	Aug-16	This procurement should be procured by LASED/NCDDS due to large number of goods.

11	LASED/ NCDDS/G/ NCB/11/16	Household Start-Up Packages for Dong 700 HH (Solar lamp, Tent plastic, mat, blanket, water jar, water filter)	105,000.00	NCB	No	Post Review	LASED/NCDDS	Sep-16	This procurement should be procured by LASED/NCDDS due to large number of goods.
12	LASED/ NCDDS/G/ NCB/12/17	Shelter Construction Materials (40 Zincs/HH) for Dong 700HH	196,000.00	NCB	No	Post Review	LASED/NCDDS	Jan-17	
13	LASED/ NCDDS/G/ SP/13/16	Upgrade of Monitoring Information System (MIS)	30,000.00	Shopping with Advertiseme nt	No	Post Review	LASED/NCDDS	Dec-16	
		Total amount for LASED/NCDDS...	1,291,200.00						
1	Commune/ G/01/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Sambok Kriel (100Ha) , Kranglovea Commune, Samaki Meanchey District, Kg. Chhnang	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Oct-16	
2	Commune/ G/02/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Ksach Sar (126.50Ha) , Kranglovea Commune, Samaki Meanchey District, Kg. Chhnang	22,137.50	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Nov-16	
3	Commune/ G/03/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Peam Commune (116.5Ha) , Samaki Meanchey District, Kg. Chhnang	20,387.50	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Nov-16	

4	Commune/ G/04/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Chheanloeurng Commune (103Ha) , Samaki Meanchey District, Kg. Chhnang	18,025.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
5	Commune/ G/05/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Reaksmey Samaki Commune (100Ha) , Oral District, Kg. Speu (PHASE 1)	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
6	Commune/ G/06/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Reaksmey Samaki Commune (100Ha) , Oral District, Kg. Speu. (PHASE 2)	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Oct-16	
7	Commune/ G/07/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Tipo 1 (100 Ha) Commune, Suntuk District, Kg. Thom. (PHASE 1)	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
8	Commune/ G/08/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Tipo 1 (100 Ha) Commune, Suntuk District, Kg. Thom. (PHASE 2)	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
9	Commune/ G/09/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Tipo 1 (76 Ha) , Commune, Suntuk District, Kg. Thom. (PHASE 3)	13,300.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	

10	Commune/ G/10/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Tipo 2 (110.5 Ha) Commune, Suntuk District, Kg. Thom. (PHASE 1)	19,337.50	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Feb-17	
11	Commune/ G/11/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Tipo 2 (116 Ha) Commune, Suntuk District, Kg. Thom. (PHASE 2)	20,300.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Feb-17	
12	Commune/ G/12/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Sambok Commune (100Ha) , Chetr Borey, Kratie	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
13	Commune/ G/13/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Changkrang Commune (59Ha) , Chetr Borey, Kratie	10,325.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
14	Commune /G/14/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Dar Commune (97Ha) , Chetr Borey, Kratie	16,975.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
15	Commune /G/15/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Thmey Commune (87Ha) , Chetr Borey, Kratie. (PHASE 1)	15,225.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	

16	Commune /G/16/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Thmey Commune (87Ha) , Chetr Borey, Kratie. (PHASE 2)	15,225.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
17	Commune /G/17/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Chambak Commune, Prek Prasab, Kratie (PHASE 1)-100Ha of (277Ha)	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
18	Commune /G/18/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Chambak Commune, Prek Prasab, Kratie (PHASE 2)-100Ha of (277Ha)	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Sep-16	
19	Commune /G/19/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Chambak Commune, Prek Prasab, Kratie (PHASE 3)-77Ha of (277Ha)	13,475.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Oct-16	
20	Commune /G/20/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Dong Commune , Prasad Balang, Kg. Thom. PHASE 1 (110Ha) of 500Ha	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Oct-16	
21	Commune/ G/21/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Dong Commune , Prasad Balang, Kg. Thom. PHASE 2 (100Ha) of 500Ha	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Oct-16	

22	Commune/ G/22/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Dong Commune , Prasad Balang, Kg. Thom. PHASE 3 (100Ha) of 500Ha	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Oct-16	
23	Commune/ G/23/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Dong Commune , Prasad Balang, Kg. Thom. PHASE 4 (100Ha) of 500Ha	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Oct-16	
24	Commune/ G/24/16	Seedling for land preparation: Cover crops. Planting upon land preparation is due completed for Daung Commune (500Ha), Prasad Balang, Kg. Thom. PHASE 5 (100Ha) of 500Ha	17,500.00	Open Competitive Bidding as per C/S PIM	No	Post Review	COMMUNE	Nov-16	
Total amount for Communes...			412,212.50						
1	Community 01G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យម្រាស់ពន្លឺក្តី) for community in Sambok Kriel (100Ha)	2,500.00	Community Procurement Method	No	Post Review	Community	May-17	
2	Community 02G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យម្រាស់ពន្លឺក្តី) for community in Ksach Sar (126.50Ha)	3,162.50	Community Procurement Method	No	Post Review	Community	May-17	
3	Community 03G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យម្រាស់ពន្លឺក្តី) for community in Ksach Sar (126.50Ha)	2,912.50	Community Procurement Method	No	Post Review	Community	May-17	
4	Community 04G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យម្រាស់ពន្លឺក្តី) for community in Chheanloeung (103Ha)	2,575.00	Community Procurement Method	No	Post Review	Community	May-17	

5	Community 05G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យមានពន្លឺក) for community in Raksmev Samaki (200Ha)	5,000.00	Community Procurement Method	No	Post Review	Community	May-17	
6	Community 06G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យមានពន្លឺក) for community in Tipo 1 (276Ha)	6,900.00	Community Procurement Method	No	Post Review	Community	May-17	
7	Community 07G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យមានពន្លឺក) for community in Tipo 2 (226.50Ha)	5,662.50	Community Procurement Method	No	Post Review	Community	May-17	
8	Community 08G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យមានពន្លឺក) for community in Sambok (100Ha)	2,500.00	Community Procurement Method	No	Post Review	Community	May-17	
9	Community 09G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យមានពន្លឺក) for community in Changkrang (59Ha)	1,475.00	Community Procurement Method	No	Post Review	Community	May-17	
10	Community 10G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យមានពន្លឺក) for community in Dar (97Ha)	2,425.00	Community Procurement Method	No	Post Review	Community	May-17	
11	Community 011G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យមានពន្លឺក) for community in Thmey (174Ha)	4,350.00	Community Procurement Method	No	Post Review	Community	May-17	
12	Community 012G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យមានពន្លឺក) for community in Chambak (277Ha)	6,925.00	Community Procurement Method	No	Post Review	Community	May-17	
13	Community 013G/17	Sowing cover seeds, Clearing grass in the land and caring of seeds growing (ឱ្យមានពន្លឺក) for community in Daung (500Ha)	12,500.00	Community Procurement Method	No	Post Review	Community	May-17	

		Total amount for Communities...	58,887.50						
		Total Amount for Goods ...	1,762,300.00						
II. CIVIL WORKS									
Contract Package No.	Bid/Contract No.	Description of Contract Package	Total Estimated Cost (USD)	Methods of Procurement	Domestic Preference for ICB	Review by DP (Prior/Post)	Procuring Agency's Name	Estimated Contract signing Date	Remark
1	2	3	4	5	6	7	8	10	12
A. PROCUREMENT BY COMMUNES/SANGKATS									
1	Commune No. 01/16	<u>Repair Earth Roads</u> for Sambok (6.6km). Total: 6.6Km	19,800.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Oct-16	
2	Commune No. 02/16	<u>Repair Earth Roads</u> for Changkrang (6.6km) Total: 6.6Km	19,800.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Oct-16	
3	Commune No. 03/16	<u>Repair Earth Roads</u> for Thmey (4km). Total: 4Km	12,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Oct-16	
4	Commune No. 04/16	<u>Repair Earth Roads</u> for Dar (7.8km). Total: 7.8 Km	23,400.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Oct-16	
5	Commune No. 05/16	Water well (Afredes) for Dong . Phase I: Total: 18 Units	36,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Jan-17	
6	Commune No. 06/16	Water well (Afredes) for Dong Phase II: Total: 17 Units	34,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Jan-17	

7	Commune No. 07/16	Water well (Afredes) for Thmey 19 Units	38,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Dec-16	
8	Commune No. 08/16	Water well (Afredes) for Chambak 6 Units	12,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Dec-16	
9	Commune No. 09/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Daung QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Jan-17	
10	Commune No. 10/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Tipo 1 QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Nov-16	
11	Commune No. 11/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Tipo 1 QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Nov-16	
12	Commune No. 12/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Choamkravien QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Nov-16	
13	Commune No. 13/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Chambak QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Nov-16	

14	Commune No. 14/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Sambok QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Nov-16	
15	Commune No. 15/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Changkrang QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Dec-16	
16	Commune No. 16/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Thmey QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Dec-16	
17	Commune No. 17/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Dar QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Dec-16	
18	Commune No. 18/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Ksach Sar QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Dec-16	
19	Commune No. 19/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Sambok Kriel QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Dec-16	
20	Commune No. 20/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Peam QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Jan-17	
21	Commune No. 21/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for <u>Chhean Loeung QTY 1 Unit</u>	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Jan-17	

22	Commune No. 22/16	House for Nurses & Teachers (8mx 20m x4Rooms, each room equipped with internal kitchen & bathroom) for Raksmey Samaki QTY 1 Unit	30,000.00	Open Competitive Bidding as per C/S PIM	No	Post Review	Commune	Jan-17	
		Total for A. Procurement by Communes...	615,000.00						
B. PROCUREMENT BY COMMUNITY									
1	Community No. 01/16	Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12x0.12x0.75m) for Sambok, Kratie (708 Poles) .	14,160.00	Community Procurement Method	No	Post Review	Community	Sep-16	
2	Community No. 02/16	Installation of Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12x0.12x0.75m) for Sambok, Kratie (708 Poles) .	3,540.00	Community Procurement Method	No	Post Review	Community	Nov-16	
3	Community No. 03/16	Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12x0.12x0.75m) for Changkrang (700 Poles) .	14,000.00	Community Procurement Method	No	Post Review	Community	Sep-16	
4	Community No. 04/16	Installation of Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12x0.12x0.75m) for Changkrang (700 Poles) .	3,500.00	Community Procurement Method	No	Post Review	Community	Nov-16	
5	Community No. 05/16	Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12x0.12x0.75m) = (250 Poles) and Concrete Poles in <u>Forestry & in SLC Sites</u> (0.3x0.3x0.4x1.5m) for Thmey (10 Poles)	6,950.00	Community Procurement Method	No	Post Review	Community	Sep-16	

6	Community No. 06/16	Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12x0.12x0.75m) for Chambak (270 Poles) .	6,750.00	Community Procurement Method	No	Post Review	Community	Sep-16	
7	Community No. 07/16	1) Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12x0.12x0.75m) = (700 Poles) and 2) Concrete Poles in <u>Forestry & in SLC Sites</u> (0.3x0.3x0.4x1.5m) for Sambok Kriel (20 Poles)	18,900.00	Community Procurement Method	No	Post Review	Community	Sep-16	
8	Community No. 08/16	Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12x0.12x0.75m) for Ksach Sar (400 Poles) .	10,000.00	Community Procurement Method	No	Post Review	Community	Sep-16	
9	Community No. 09/16	1) Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12x0.12x0.75m) = (400 Poles) and Concrete Poles in <u>Forestry & in SLC Sites</u> (0.3x0.3x0.4x1.5m) for Peam (30 Poles) .	12,100.00	Community Procurement Method	No	Post Review	Community	Sep-16	
10	Community No. 10/16	1) Concrete Poles in <u>Forestry & in SLC Sites</u> (0.3x0.3x0.4x1.5m) (20 Poles) and 2) Concrete Poles in <u>Stream and Canal</u> (0.2x0.2x1.5m) for Raksmey Samaki (26 Poles)	2,570.00	Community Procurement Method	No	Post Review	Community	Sep-16	
11	Community No. 11/16	Concrete Poles in <u>Stream and Canal</u> (0.2x0.2x1.5m) for Chaomkravien (350 Poles) .	12,250.00	Community Procurement Method	No	Post Review	Community	Sep-16	

12	Community No. 12/16	Installation of Concrete Poles in <u>Stream and Canal</u> (0.2x0.2x1.5m) for Chaomkravien (350 Poles) .	3,500.00	Community Procurement Method	No	Post Review	Community	Nov-16	
13	Community No. 13/16	Planting Grass of <u>Earth Roads</u> (W5xT0.15xE0.5m). for Sambok (6km) .	7,500.00	Community Procurement Method	No	Post Review	Community	Jul-16	
14	Community No. 14/16	Planting Grass of <u>Earth Roads</u> (W5xT0.15xE0.5m) for Changkrang (6km) .	7,500.00	Community Procurement Method	No	Post Review	Community	Aug-16	
15	Community No. 15/16	Planting Grass of <u>Earth Roads</u> (W5xT0.15xE0.5m) for Da (8km) .	10,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
16	Community No. 16/16	Planting Grass of <u>Earth Roads</u> (W5xT0.15xE0.5m) for Choamkravien (5Km)	6,250.00	Community Procurement Method	No	Post Review	Community	Aug-16	
17	Community No. 17/16	Planting Grass of <u>Earth Roads</u> (W5xT0.15xE0.5m) for Tipo 1 (15Km)	18,750.00	Community Procurement Method	No	Post Review	Community	Aug-16	
18	Community No. 18/16	Planting Grass of <u>Earth Roads</u> (W5xT0.15xE0.5m) for Tipo 2 (12Km)	15,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	

19	Community No. 19/16	Construction of <u>Box Culverts</u> (2x3x6m) for Sambok (1)	16,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
20	Community No. 20/16	Construction of <u>Box Culverts</u> (2x3x6m) for Changkrang (1 Unit)	16,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
21	Community No. 21/16	Construction of <u>Box Culverts</u> (2x3x6m) for Dar (1 Unit)	16,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
22	Community No. 22/16	Construction of <u>Box Culverts</u> (2x3x6m) for Thmey (2 Units)	32,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
23	Community No. 23/16	Construction of <u>Box Culverts</u> (2x3x6m) for Chambak. Phase 1 (2 Units)	32,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
24	Community No. 24/16	Construction of <u>Box Culverts</u> (2x3x6m) for Chambak. Phase 2 (2 Units)	32,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	

25	Community No. 25/16	Construction of <u>Box Culverts</u> (2x3x6m) for Chambak. Phase 3 (2 Units)	32,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
26	Community No. 26/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Sambok, Kratie: 8 Units	20,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
27	Community No. 27/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Changkrang, Kratie: 8 Units	20,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
28	Community No. 28/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Dar, Kratie: 6 Units	15,000.00	Community Procurement Method	No	Post Review	Community	Aug-16	
29	Community No. 29/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Thmey, Kratie: 7 Units	17,500.00	Community Procurement Method	No	Post Review	Community	Aug-16	
30	Community No. 30/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Chambak, Kratie: 4 Units	10,000.00	Community Procurement Method	No	Post Review	Community	Sep-16	
31	Community No. 31/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Chambak, Kratie: 4 Units	10,000.00	Community Procurement Method	No	Post Review	Community	Sep-16	

32	Community No. 32/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Choamkravien, Kg. Cham: 8 Units	20,000.00	Community Procurement Method	No	Post Review	Community	Sep-16	
33	Community No. 33/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Tipo 1 (10), Kg. Thom: 11 Units.	27,500.00	Community Procurement Method	No	Post Review	Community	Sep-16	
34	Community No. 34/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Tipo 2 (10), Kg. Thom. Total: 11 Units	27,500.00	Community Procurement Method	No	Post Review	Community	Sep-16	
35	Community No. 35/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Sambok Kriel: 10 Units	25,000.00	Community Procurement Method	No	Post Review	Community	Sep-16	
36	Community No. 36/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Ksach Sar: 15 Units	37,500.00	Community Procurement Method	No	Post Review	Community	Sep-16	
37	Community No. 37/16	Construction of <u>Pipe Culverts</u> (H1xL6m) for Peam: 5 Units	12,500.00	Community Procurement Method	No	Post Review	Community	Sep-16	

38	Community No. 38/16	Construction of <u>Pipe Culverts (H1xL6m)</u> for Chhean Loeun: 10 Units	25,000.00	Community Procurement Method	No	Post Review	Community	Sep-16	
39	Community No. 39/16	Construction of <u>Pipe Culverts (H1xL6m)</u> for Raksmev Samaki: 15 Units	37,500.00	Community Procurement Method	No	Post Review	Community	Sep-16	
40	Community No. 40/16	Construction of <u>Community Centre</u> for Changkrang (1). Total: 1 Unit	5,000.00	Community Procurement Method	No	Post Review	Commune	Jan-17	
41	Community No. 041/16	Construction of <u>Community Centre</u> for Dar (1). Total: 1 Unit	5,000.00	Community Procurement Method	No	Post Review	Commune	Jan-17	
42	Community No. 042/16	Construction of <u>Community Centre</u> for Thmey (1). Total: 1 Unit	5,000.00	Community Procurement Method	No	Post Review	Commune	Nov-16	
43	Community No. 043/16	Construction of <u>Community Centre</u> for Chambak (1). Total: 1 Unit	5,000.00	Community Procurement Method	No	Post Review	Commune	Nov-16	

44	Community No. 044/16	Construction of <u>Community Centre</u> for Choamkravien (1). Total: 1 Unit	5,000.00	Community Procurement Method	No	Post Review	Commune	Jan-17	
45	Community No. 045/16	Construction of <u>Community Centre</u> for Tipo 2 (1). Total: 1 Unit	5,000.00	Community Procurement Method	No	Post Review	Commune	Jan-17	
46	Community No. 046/16	Construction of <u>Community Centre</u> for Dong (1). Total: 1 Unit	5,000.00	Community Procurement Method	No	Post Review	Commune	Jan-17	
Total for B. Procurement by Community...			689,220.00						
C. PROCUREMENT BY LASED/NCDDS									
1	LASED/NCDD S/W/NCB/01/17	1) Concrete Poles in <u>Agriculture & Residential Lands</u> (0.12 x 0.12 x 0.75m) = (5000 Poles), 2) Concrete Poles in <u>Forestry & in SLC Sites</u> (0.3x0.3x0.4x1.5m) (150 Poles) and 3) Concrete Poles in <u>Stream and Canal</u> (0.2x0.2x1.5m) for Dong (200 Poles).	144,500.00	Shopping	No	Post Review	LASED/NCDD S	Jun-17	Due to huge number of poles and threshold of procurement
2	LASED/NCDD S/W/ICB/02/17	Land Preparation for Agriculture (ha) - Buldozing, Leveling, Plowing for LOT 1: a) Sambok Kriel (100Ha), b) Ksach Sar (126.50Ha), c) Peam (116.50Ha), d) Chheanloeung (103Ha); Total: 446Ha. LOT 2: Raksmeay Samaki (200Ha). LOT 3: a) Tipo 1 (276Ha) and b) Tipo 2 (226.50Ha). Total: 502.50Ha. LOT 4: a) Sambok (100Ha), b) Changkrang (59Ha), c) Dar (97Ha), d) Thmey (174Ha) & e) Chambak (277Ha). Total: 707Ha. Grand Total: 1,855.50Ha	1,669,950.00	NCB	No	Prior Review	LASED/NCDD S	Jul-17	

3	LASED/NCDD S/W/NCB/03/ 17	Land Preparation for Agriculture (ha) - Bulldozing, Leveling, Plowing for Dong (500Ha) .	450,000.00	NCB	No	Post Review	LASED/NCD DS	Jul-17	
4	LASED/NCDD S/W/NCB/04/ 17	Construction of Lot 1. Late-Rite Roads (W5xT0.15xE0.5m) = 22km. Lot 2. Earth Roads (W5xT0.15xE0.5m) for Dong = 29km	1,168,000.00	NCB	No	Prior Review	LASED/NCD DS	Sep-17	
5	LASED/NCDD S/W/ICB/05/1 6	Construction of <u>Earth Roads</u> (W5xT0.15xE0.5m) for LOT 1: a) Sambok (6km), b) Changkrang (6km), c) Dar (8km), d) Thmey (10km) and e) Chambak (12km). Total: 42km. LOT 2: for Choamkravien-KPC (5km). Total: 5 km. LOT3: for a) Tipo 1 (15km) and b) Tipo 2 (12km). Total: 27km. LOT 4: a) Sambok Kriel (14km), b) Ksach Sar (14km), c) Peam (14km), d) Chhean Loeung (7km); Total: 49Km & LOT 5: Raksmey Samaki (7km). Total: 7km. Grand Total: 130Km	2,015,000.00	ICB	Yes	Prior Review	LASED/NCD DS	Dec-16	
6	LASED/NCDD S/W/ICB/06/1 7	Upgrade <u>Earth Road to Late-Rite Roads</u> (W4.5m x T0.15m). LOT 1: a) Tipo 1 (9.47km), b) Tipo 2 (16.53km). Total 26km. LOT 2: a) Sambok Kriel (19km), b) Ksach Sar (10.80km), c) Peam (11.44km), d) Chhean Loeung (13.72km); Total 54.96km & LOT 3: Raksmey Samaki (21km). Total: 21km. Grand Total 101.96Km	1,325,480.00	NCB	No	Prior Review	LASED/NCD DS	Dec-17	Would be combined with LASED/NCDD/S/W/NCB /04/15 as a single package with two different lots (This package should not be combined with the LASED/NCDD/S/W/NCB /08/17 because the Daung Commune is not register yet)

7	LASED/NCDD S/W/NCB/07/ 17	Small Dam (W4xSite Slop 1:2, average embankment, length depends on each site, 1 spill way 20m, water double gates (2x2m=4m) for Lot 1 (4 Units): Sambok (1), Changkrang (1), Thmey (1), Chambak (1). Lot 2 (2 Units): Tipo 1 (1) & Tipo 2 (1). Lot 3 (1 Unit): Daung (1). Lot 4 (4 Units): Sambok Kriel (1), Ksach Sar (1), Peam (1) & Raksmeay Samaki (1). Grand Total: 11 Units	660,000.00	NCB	Yes	Post Review	LASED/NCD DS	Dec-17	
8	LASED/NCDD S/W/NCB/08/ 16	Construction of Primary School (5 Rooms, 4WCs, 1 Well, 1 Flag Pole) Incl. 250 chairs connected with tables, 5 Tables & 5 Chairs and Whiteboards. Daung Commune, Prasat Balang, Kg. Thom. QTY School 2 Units	140,000.00	Shopping	No	Post Review	LASED/NCD DS	Dec-16	
9	LASED/NCDD S/W/NCB/09/ 17	Construction of Primary Schools (5 Rooms, 4WCs, 1 Well, 1 Flag Pole) Incl. 250 chairs connected with tables, 5 Tables & 5 Chairs and Whiteboards. LOT 1: Tipo 1 (School 1 Unit). LOT 2: Chambak (School 1 Unit). LOT 3: Choamkravien (School 1 Unit). QTY: 3 Units	210,000.00	NCB	No	Post Review	LASED/NCD DS	Mar-17	Would be combined with LASED/NCDD/S/W/NCB/08/17 as a single package with two different lots. (This package should not be combined with the LASED/NCDD/S/W/NCB/08/17 because the Daung Commune is not register yet)
10	LASED/NCDD S/W/NCB/10/ 17	Construction of Health Posts (3 rooms, fence 400m, gate 1, well1, WC 2rooms, pipe culvert 1, incinerator 1, 200m of laterite road). LOT 1: Da (1 Unit) & Thmey (1 Unit); Total 2 Units. LOT 2: Ksach Sar (1 Unit); Chhean Loeung (1 Unit); Total 2 Units and LOT 3: Daung (1 Unit). Total 1 Unit.	163,950.00	Shopping	No	Post Review	LASED/NCD DS	Mar-17	
		Total for C. Procurement by LASED/NCDD...	7,946,880.00						
		Total for A. Procurement by Communes	615,000.00						
		Total for B. Procurement by Communities	689,220.00						

		Total Amount for Civil Works	9,251,100.00					
		Total Amount for Goods	1,762,300.00					
		Grand Total...	11,013,400.00					

1,752,670.00

III. SERVICES

No	Contract No.	Description of Services	Procurement Methods	Prior or Post Review	Plan (P) Schedule (S) Actual(A)	Cost Estimates	Date of Contract Signed	Remark
1	2	3	4	5	6	7	21	26
A	National Consultants at National Level (8 persons)							
1	LASED/NCDDES/IC/01/15	National Operation Advisor (NOA) at NCDDES	Selection of Individual Consultant	Prior	P	141,176.47	July-16	5 Years
				Prior	S			
					A			
2	LASED/NCDDES/IC/02/15	National Procurement and Contract Management Advisor (NP & CMA) at NCDDES	Selection of Individual Consultant	Prior	P	112,941.18	July-16	4 Years
				Prior	S			
					A			
3	LASED/NCDDES/IC/03/16	Project Finance Consultant (NFC) at NCDDES	Selection of Individual Consultant	Prior	P	141,176.47	July-16	5 Years
				Prior	S			
					A			
4	LASED/NCDDES/IC/04/16	Project Finance Consultant (NFC) at GSSLC	Selection of Individual Consultant	Prior	P	141,176.47	July-16	5 Years
				Prior	S			
					A			

5	LASED/NCDDS/IC/05/16	National Infrastructure Advisor (NIA) at GSSLC	Selection of Individual Consultant	Prior	P	112,941.18	July-16	4 Years
				Prior	S			
					A			
6	LASED/NCDDS/IC/06/16	National Operation Advisor (NOA) at GSSLC	Selection of Individual Consultant	Prior	P	141,176.47	July-16	5 Years
				Prior	S			
					A			
7	LASED/NCDDS/IC/07/16	National Agriculture & Rural Development Advisor (NARDA) at GDA - MoAFF	Selection of Individual Consultant	Prior	P	141,176.47	July-16	5 Years
				Prior	S			
					A			
8	LASED/NCDDS/IC/08/15	National Communication & Strategy Advisor (NCSA) at GSSLC	Selection of Individual Consultant	Prior	P	112,941.18	July-16	4 years
				Prior	S			
					A			
*	Total for A...					1,044,705.88		
B	Assistants at National Level (5 persons)							
9	LASED/NCDDS/IC/09/16	Procurement and Contract Management Assistant at NCDDS	Selection of Individual Consultant	Prior	P	90,352.94	July-16	5 Years
				Prior	S			
					A			
10	LASED/NCDDS/IC/10/16	Administrative Assistant at NCDDS	Selection of Individual Consultant	Post	P	30,000.00	August-16	5 Years
				Post	S			
					A			
11	LASED/NCDDS/IC/11/16	Administrative Assistant at GSSLC	Selection of Individual Consultant	Post	P	30,000.00	August-16	5 Years
				Post	S			
					A			
12	LASED/NCDDS/IC/12/16	Administrative Assistant at GDA-MoAFF	Selection of Individual Consultant	Post	P	30,000.00	August-16	5 Years
				Post	S			
					A			

*	Total for B...						180,352.94		
2	National Consultants at Sub-National Level								
13	LASED/NCDDS/IC/13/16	Provincial GIS, Safeguard and Environmental Advisor for LASED Kratie	Selection of Individual Consultant	Post	P	76,235.29	August-16	4 Years	
				Post	S				
					A				
14	LASED/NCDDS/IC/14/16	Provincial GIS, Safeguard and Environmental Advisor for LASED Thbong Khmum	Selection of Individual Consultant	Post	P	76,235.29	August-16	4 Years	
				Post	S				
					A				
15	LASED/NCDDS/IC/15/16	Provincial GIS, Safeguard and Environmental Advisor for LASED Kampong Thom	Selection of Individual Consultant	Post	P	76,235.29	August-16	4 Years	
				Post	S				
					A				
16	LASED/NCDDS/IC/16/16	Provincial GIS, Safeguard and Environmental Advisor for LASED Kampong Speu	Selection of Individual Consultant	Post	P	76,235.29	August-16	4 Years	
				Post	S				
					A				
17	LASED/NCDDS/IC/17/16	Provincial GIS, Safeguard and Environmental Advisor for LASED Kampong Chhnang	Selection of Individual Consultant	Post	P	76,235.29	August-16	4 Years	
				Post	S				
					A				
18	LASED/NCDDS/IC/18/16	5 Provincial Operation Advisors for LASED Kratie, Thbong Khmum, Kg. Thom, Kg. Speu, Kg. Chhnang	Selection of Individual Consultant	Post	P	381176.47	August-16	5 Years	
				Post	S				
					A				
19	LASED/NCDDS/IC/19/16	5 Provincial Finance Consultants for LASED Kratie, Thbong Khmum, Kg. Thom, Kg. Speu, Kg. Chhnang	Selection of Individual Consultant	Post	P	381176.47	August-16	5 Years	
				Post	S				
					A				
*	Total for C...						1,296,000.00		

D Infrastructure Engineers at Sub-National Level (2 persons)								
20	LASED/NCDDES/IC/20/16	2 Provincial Infrastructure Engineers for LASED Kratie, Kg. Thom and Thbong Khmum	Selection of Individual Consultant	Post	P	152,470.59	August-16	4 Years
				Post	S			
					A			
*	Total for D...					152,470.59		
E Assistant at Sub-National Level (6 persons)								
21	Provincial/IC/01/16	5 Provincial Administrative Assistants at LASED Kratie, Kg. Thom, Thbong Khmum, Kampong Speu, Kampong Chhnang,	Selection of Individual Consultant	Post	P	90,000.00	August-16	5 Years
				Post	S			
					A			
*	Total for E...					108,000.00		
F Community Development Facilitator at Communes (13 persons)								
22	LASED/NCDDES/IC/22/16	13 Community Development Coordinators (CDC) for (Sambok, Changkrang, Da, Thmey, Prek Prasab) 5 Kratie. for (Choamkravien) 1 Thbong Khmum. For (Tipo and Dong) 2 Kampong Thom. For (Sambok Kriel, Ksach Sar, Chheanloeuung and Peam) 4 Kampong Chhnang and for (Raksmeyamaki Commune, Oral District), 1 Kampong Speu	Selection of Individual Consultant	Post	P	663,000.00	August-16	5 Years
				Post	S			
					A			
*	Total for F...					663,000.00		

G Field Agriculture Supervisors (14 persons)								
23	LASED/NCCDS/IC/23/16	13 Field Agriculture Supervisors for (Sambok, Changkrang, Dar, Thmey, Chambak) 5 Kratie . For (Choamkravien) 1 Thbong Khmum . For (Tipo & Daung) 2 Kg. Thom . For (Sambok Kriel, Ksachsor, Peam, Chheangkoeung) 4 Kg. Chhnang . And for (Raksmeysamaki) 1 Kg. Speu .	Selection of Individual Consultant	Post	P	374,400.00	September-16	4 Years
				Post	S			
					A			
*	Total for G...					374,400.00		
H Commune Clerk Assistant (13 persons)								
24	Commune/IC/01/16	14 Commune Clerk Assistants for (Sambok, Changkrang, Dar, Thmey, Chambak Communes) 5 Kratie . For (Choamkravien) 1 Thbong Khmum . For (Tipo and Daung) 2 Kg. Thom . For (Sambok Kriel, Ksachsor, Peam and Chheanloeung) 5 Kg. Chhnang . For (Raksmeysamaki) 1 Kg. Speu	Commune / Sangkat IC Selection	Post	P	67,200.00	July-16	5 Years
				Post	S			
					A			
*	Total for H...					67,200.00		
I International Consultant and Firms								
25	LASED/NCCDS/IC/25/16	International Short-Term Consultant (6 months)	Selection of Individual Consultant	Prior	P	125,581.40	Nov-16	6 Months
				Prior	S			
					A			

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26	LASED/NCDDDS/IC/26/16	Baseline Survey in year 2015 (Local Firm)	CQS	Post	P	70,000.00	Dec-16	
				Post	S			
27	LASED/NCDDDS/IC/27/16	Impact Survey for 2nd year of the project/Mid-term review (Local Firm) and Final Impact Survey	CQS	Post	P	50,000.00	May-18	
				Post	S			
			CQS	Post	P	90,000.00	Dec-20	
28	LASED/NCDDDS/IC/28/16	Final Impact Survey		Post	S			
					A			
29	LASED/NCDDDS/IC/29/16	National or International Consultant for Preparing Project Completion Report.	Selection of Individual Consultant	Prior	P	65,000.00	Dec-20	
				Prior	S			
					A			
*	Total for I...					400,581.40		
	Grand Total for Services ...					4,286,710.81		

ANNEX 6 RESETTLEMENT POLICY FRAMEWORKS

[See separate document prepared]

[See separate document prepared]

ANNEX 7B GUIDANCE NOTE FOR SCREENING OF CRITICAL NATURAL HABITATS
Commune Level Process for Identification of Agricultural Settlement Areas

The land use planning and settlement areas must be subject to a prior screening process to avoid areas which might be considered as Critical Natural Habitats under the operational policy 4.04 of the World Bank. Under OP4.04 areas such as tropical dry and evergreen forests, wetlands, lakes and rivers have the potential to be considered as natural habitats depending on the extent of prior human influence and use. Critical Natural habitats are areas officially recognized by bodies such as the World Conservation Union, (IUCN), or RAMSAR in the case of wetlands. The World Bank may also prepare or ask an authoritative source such as the Ministry of Environment to prepare supplementary lists of sites and maps of provincial “hotspots” where settlement is not advisable on environmental grounds (e.g. highly bio-diverse areas, areas recognized by local communities, and sites critical for migratory species or as breeding habitats).

- (1)** At the National Level. Is the area under consideration located within any of the following IUCN categories of Use
- (a) Strict Nature Reserve/Wilderness area or Protected Habitat
 - (b) National Park- managed for ecosystem protection and recreation
 - (c) Natural monument- managed for conservation of specific features unique in the nation
 - (d) Habitat or Species management area managed to protect specific plant or animal species
 - (e) Protected Landscape or seascape
 - (f) Managed Resource Protected area- an area already under sustainable management for extraction of resources such as timber or NTFPs

Consult the Department of Nature Conservation and Protection (DNCP) of the Ministry of Environment MOE for relevant maps and boundaries within the Province. Exclude all such areas from consideration for settlement

- (2)** At the Provincial level. The national level core protected areas described above cannot exist in isolation. They need to be supplemented by allowing scope for movement of fauna through corridors established as either ecological corridors or management corridors. Appropriate buffer zones and corridors should be identified in cooperation with the Commune and the local community. Corridors will vary in width from about 50 meters to perhaps 300 meters depending on whether large or small fauna need to be allowed for and on the land use adjacent to the corridor. They may be narrower, for example, where managed forestry rather than agriculture, occurs adjacent to the corridor. Buffer zones should be established to minimize conflict with existing agriculture and include minimum human settlement. They simply represent a transitional zone between a protected area (one of the six categories above) and an extractive land use such as agriculture or forestry. A starting point is to consider on a map, the practicality of a buffer zone of 10% of the width of the protected area as a boundary zone.

- (3)** At the Commune level

With commune staff and village communities, determine the location of any locally established common lands used as protected areas, managed forestry (including NTFPs), managed grazing/fishing, sacred sites or areas for biodiversity protection. Negotiate with existing communities the size of watercourse protection corridors to be established adjacent to seasonal and permanent water courses. As a guide, seasonal watercourses should have a protection zone of 20 meters either side and permanent watercourses should have a 50 meter protected zone.

**ANNEX 7C GUIDANCE NOTE FOR SCREENING OF DEGRADED/NON-DEGRADED (FUNCTIONAL)
FORESTS**

Commune Level Process for Identification of Agricultural Settlement Areas

The land use planning and areas for settlement must be subject to a prior screening process to avoid areas which might be considered as Critical Habitats. In addition to the Operational Policy 4.04 on Critical Habitats, the World Bank supports an Operational Policy (OP 4.36) which aims to harness the potential of forests for poverty reduction in a sustainable manner, integrate them into economic development and protect the local environmental services they provide.

Definitions

The following definitions apply in this policy:

- (1) *Forest* is as an area of land of not less than 1.0 hectare with tree crown cover (or equivalent stocking level) of more than 10 percent that have trees with the potential to reach a minimum height of 2 meters at maturity *in situ*. A forest may consist of either closed forest formations, where trees of various stories and undergrowth cover a high proportion of the ground, or open forest. Young natural stands and all plantations that have yet to reach a crown density of 10 per cent or tree height of 2 meters are included under forest, as are areas normally forming part of the forest area that are temporarily unstocked as a result of human intervention such as harvesting or natural causes but that are expected to revert to forest. The definition *includes* forests dedicated to forest production, protection, multiple uses, or conservation, whether formally recognized or not. The definition *excludes* areas where other land uses not dependent on tree cover predominate, such as agriculture, grazing or settlements. In countries with low forest cover, the definition may be expanded to include areas covered by trees that fall below the 10 percent threshold for canopy density, but are considered forest under local conditions.
- (2) *Natural forests* are forest lands and associated waterways where the ecosystem's biological communities are formed largely by native plant and animal species and where human activity has not essentially modified the area's primary ecological functions.
- (3) *Critical forest areas* are the forest areas that qualify as critical natural habitats under [OP 4.04](#), *Natural Habitats*. Critical forest areas are the subset of natural forest lands that cover:
 - (a) existing protected areas and areas officially proposed by governments as protected areas (e.g., reserves that meet the criteria of The World Conservation Union (IUCN) classifications¹), areas initially recognized as protected by traditional local communities (e.g., sacred groves), and sites that maintain conditions vital for the viability of these protected areas (as determined by the environmental assessment process²); or
 - (b) Sites identified on supplementary lists prepared by the Bank or an authoritative source determined by the Regional environment sector unit. Such sites may include areas recognized by traditional local

communities (e.g., sacred groves); areas with known high suitability for biodiversity conservation; and sites that are critical for rare, vulnerable, migratory, or endangered species.³ Listings are based on systematic evaluations of such factors as species richness; the degree of endemism, rarity, and vulnerability of component species; representativeness; and integrity of ecosystem processes.

- (4) *Local community* describes the group of people living in or near a forest, who are considered to have some significant level of dependence upon or interaction with the forest.
- (5) *Forests operating under joint forest or community management* are those where local communities are the principal participants in production and other activities in these forests, and the major beneficiaries in the proceeds.

In Cambodia more generally, drawing on lessons learned from past forestry projects and on Government's own strategic and sectoral planning processes, the Bank in coordination with other development partners has prepared a draft document entitled "NRM Strategic Partnership Framework." The framework outlines a multi-year program to address key challenges across several aspects of natural resources management including land, forest, and biodiversity conservation – all areas where the Bank has been engaged and continues to engage directly with RGC. In this regard, the RGC has a stated goal of maintaining 60% forest cover (close to the existing level of 58% as determined by the FAO forest inventory assessment of 2005) until 2015. The most difficult aspect of site selection where standing forest is involved is that no decision has been made on whether the provisions of the Forestry Law or the Land Law and its Decree on Social Land Concessions should take precedence in the case of forestry within Social Land Concession areas. The process of including/excluding forests in SLC areas therefore remains a matter of negotiation with the Forestry Administration

Statement of Principle

LASED II should aim to preserve functional forests for their direct values (timber, NTFPs) and their indirect values (watershed protection, carbon storage and sequestration, human and animal habitat, erosion control) as well as their future economic use (industrial, recreational, pharmaceutical, and agricultural). In general the project should attempt to avoid conversion of "functional forests" which may be broadly considered as non-degraded forest areas having one or more of these values. In particular, even where forests are not considered fully functional in terms of density or cover, their potential economic value should be evaluated, (taking site quality into consideration), and compared to the value of any agricultural alternative, before conversion is proposed.

"Functional forests" can be recognized by several properties which need to be considered together in making an assessment of the suitability of the site for conversion to agriculture or retention in forestry

- (1) Basal area of trunks at breast height. This is commonly divided approximately as:

- 0-5 sq.meters/ha, - sparse or degraded forest
- 5-10 sq.meters/ha – medium density forest
- 10-15 sq.meters/ha -well stocked forests

Basal area is most accurately measured by combining measures of tree density and diameter at breast height (DBH) and then estimating total surface area.

A simple "good guess" method of determining basal area is to hold the human thumb at arms length and compare its width to the diameter at breast height of any tree in a 360 degree field of vision. Using several

such counts of trees narrower and wider than the thumb (excluding dead trees), the basal area is estimated as the average number of trees wider than the thumb from several estimations times 1.1. If the forest has five or more square meters per hectare of basal area, caution is required in considering conversion to other uses and an estimate of crown cover should be made.

- (2)** Crown Cover. Functioning forests usually have crown cover of 45, 35 and 25% for moist evergreen, mixed evergreen and dry deciduous forests respectively. If the existing forest meets these levels of crown cover, it should not be converted for other uses.
- (3)** presence of resin producing species, bamboo and other NTFPs as recognized by local communities

Have maps been prepared of the specific selected area after broad screening of potential areas within the province?. Identify vegetation types and the extent of degradation in terms of forest cover and quality as follows.

- (a)** Estimate the basal area of trees using either density and DBH or the thumb method.
- (b)** If possible, assemble air-photos of the selected area and estimate the areas with canopy closure above..
- (c)** As a first division of the area suited to settlement, identify the degraded forest areas as those with less than these minimum percentages of canopy closure and basal area.
- (d)** Identify areas of critical habitat such as wildlife corridors along watercourses which must be protected.
- (e)** Note the presence of NTFPs , particularly resin and bamboo species and the sharing of this resource by existing communities

Once these forest characteristics are determined, consider the site quality in terms of soil depth, texture (more clay gives more water holding capacity for agricultural use) and presence of rock. Conversion of forest should never be attempted on sites with shallow profiles over rock or in situations where chemical fertilizer or animal manure use, particularly phosphorus for legumes, is not affordable or feasible.

Introduction

(1) The Cambodian Constitution (1993) guarantees the right to private property, including full ownership of land to Khmer citizens. The Land Law (2001) provides the legal basis to achieve legal recognition of ownership rights to land. The 2002 Interim Paper on Strategy of Land Policy Framework, the 2003 Policy Paper on Social Concessions in the Kingdom of Cambodia and the 2009 Declaration of the Royal Government on Land Policy underline the importance of distribution of state lands to landless and land poor households. The government's national development strategy, the Rectangular Strategy for Growth, Employment, Equity, and Efficiency recognizes land reform as a priority for growth in the agricultural sector, and targets for land reform and distribution are set in the National Strategic Development Plan 2009-2013.

(2) Improving access to agriculture and residential land remains a key issue in Cambodia's development agenda as 80 percent of the total population live in the rural areas.²⁶ The majority or 66 percent of the rural population²⁷ depends on agriculture for their livelihood, however more than 10 percent are landless and a large share of the rural population farms less than 0.5 ha which on average provides for less than half of the basic nutritional needs for a typical rural family. Two thirds of the country's rural households still face seasonal food shortages each year. Improving productivity and increasing production are important issues for all of Cambodia's farmers.

(3) The Land Allocation for Social and Economic Development (LASED) and associated JSDF-grant funded activities have been a cornerstone of Cambodia's Social Land Concession (SLC) Program. In addition to the "civilian" Social Land Concession Program, the government is also implementing a large-scale land distribution to retired soldiers of the armed forces and their families. The program aims to transfer several hundred thousand hectares of private state land through SLCs to landless and land poor. Recipients are selected using the established poverty identification process (IDPoor), with beneficiaries being within the bottom 40% of the population. The government has recognized the significant and potential contribution of SLCs to poverty reduction and is committed to scaling up the program.

(4) The LASED II project would support the development of the allocated SLC land, assisting land recipients in embarking on agriculture activities that are sustainable, would lift their families out of poverty, and would increase the welfare of the new communities. The focus of the project is on identifying and applying the support systems that are required and adapted for the situation on the LASED II areas. With socio-economic and bio-physical conditions differing from community to community, planning and implementation would be based on a solid baseline assessment.

(5) Support systems funded by the project would build on the pluralistic service provider approach, currently implemented in different forms by different development partners. Core would be the comparative advantage of different service providers for different tasks. It would include the outsourcing of services to specialized providers and the proactive inclusion of private sector actors in the development of the areas.

(6) LASED II would cover a total of 14 SLC sites in the five provinces of Kratie, Kampong Cham, Kampong Chhnang, Kampong Thom and Kampong Speu. These include the existing eight (8) original LASED and five (5) JSDF-funded sites, as well as one (1) new/additional SLC site in Kampong Thom Province. The total area to be covered under the project is approximately 17,000 hectares with 5,141 households.

How to build Sustainability

(7) **Understanding the constraints.** The process of implementing the SLC program of the Government has been a slow process, with many competing interest groups that do not always see the SLC program as being

²⁶ 2011 Cambodia Socio-Economic Survey, the National Institute of Statistics, Ministry of Planning.

²⁷ 2011 Cambodia Socio-Economic Survey, the National Institute of Statistics, Ministry of Planning.

in their self-interest. LASED has been able to break through this nexus and has started the process of viably establishing communities of SLCs. Once in place, these new communities need to be integrated into the established commune bureaucratic planning process, which may not always be easy.

(8) The communities themselves are artificial, being drawn from a number of surround villages and comprising households that are skewed in wealth and ability. This means that the newly formed community must quickly build hierarchical structures, where individuals and groups take on the roles and responsibilities that facilitate the smooth running of a community as apposed to a household.

(9) The beneficiary profile is focused on landless, wage laborers, using the Government's IDPoor selection process. These beneficiaries may have experience of working the land, but have never had the financial responsibility of managing it as farmers. Their lack of experience of doing this has to be considered a major constraint that has to be ameliorated.

(10)The lack of initial title to the land is a partial constraint as it acts as a disincentive for the farmers to make long-term investments in clearing the land and planting crops that would not see an immediate return.

(11)Because the beneficiaries are drawn from the bottom economic strata of their old communities, they would not have capital available to invest in establishing themselves in their homestead plots and then investing in productive agriculture on their allocated land.

(12)The best land in Cambodia is already occupied and the remaining good land has claims on it. Economic Land Concessions have further limited access to land. The quality of the remaining land that is and would be made available is unlikely to be of high agricultural potential. This would constrain the options available to potential beneficiaries. Because the land is mainly degraded forests, the soil is sandy, lacking in organic matter and unless in low-lying areas, would also suffer water scarcity.

(13)Such degraded forestland by its very nature is isolated, with limited access. These areas would also not be naturally linked to markets, isolating the communities from amenities. Social infrastructure would also need to be built from the ground up and its initial absence would make the attractiveness of the new environment limited to potential beneficiaries.

(14)**The assumptions being made.** The SLC program implemented by LASED and the continued support in LASED II, makes the assumption that the Government is still fully committed to parceling out land to beneficiaries through this instrument. Land provision is a precondition to support by the project. Linked to this is the assumption that after the beneficiaries complete their tenure on the land for five years, they would be awarded land titles. This process has not begun yet.

(15)It is assumed that the beneficiaries are capable and wish to make the transition from wage laborers to farmers. The LASED II model is predicated on the assumption that the land allocated to the beneficiaries, on a formula of the number of working adults in each household, is capable of supporting the members of that household should they make full productive use of their land and homestead assets. Implicit within these assumptions is that the beneficiaries would move from selling their labor to committing more of their time to being farmers.

(16)It is assumed that all land parceled out in the SLCs would be fertile enough, with sufficient water available to make productive agriculture possible in a sustainable manner beyond the life time of the project. This also assumes that the beneficiaries would be able to undertake the steps necessary and have the capital needed to continue to invest in their land, especially before they have land title and would continue to remain on their land after they receive their land title.

(17)As the SLC sites are new and comprise families that have been drawn from the surrounding area, but not necessarily known to each other, it is assumed that such a conglomeration of people would naturally be able to form a community, given adequate social support and training. Following on from this, it is assumed that

the communities would become self-sustaining and organically develop the coherence to build institutional and social structures that would make their environment attractive for individuals to remain working within the community and to attract services and traders from outside it. The LASED Project and LASED II have plans and paths to register the communities as official villages.

(18)**Time frame.** The proposed timeframe for LASED II is five years. In this time it is planned to consolidate the gains made in LASED, helping farmers to make more productive use of their assets. During this period it is also intended to develop one new SLC, laying in the infrastructure, including roads, housing infrastructure, land clearance and possibly water. Within the five-year period the new SLC site would receive the enhanced package of support available to previous LASED beneficiaries.

Objective of LASED II

(19)**What is needed.** The mechanism of selecting beneficiaries and developing the SLC has been piloted in LASED and has been shown to be successful. However during the course of the project it became apparent that allocation of land and the basic provision of input package were not comprehensive enough. Extension was provided to aid community development but agricultural extension was very limited, as MAAF was not fully engaged as a partner. This has hampered the cultivation of all the land made available. This is important, as the covenants of the SLC states that all the land allocated must be bought under use within a prescribed time frame. To aid this after the Mid-Term Review, in conjunction with GIZ, the beneficiaries had half a hectare of their plots cleared of scrub and rudimentary land preparation carried out. Although this led to the cleared land being cultivated by a substantial proportion of farmers, this did not automatically lead to the rest of the land being brought under cultivation. This is a requirement and as some recipients have been cultivating part of their land for five years and might not be eligible to receive land title, this is an issue. *There is therefore a need to aid farmers in bringing all their land under cultivation in the old SLC blocks and mandating the total clearance of any new land being prepared in LASED II.*

(20)Although the covenants of the SLC stated that LASED beneficiaries are eligible to receive full land title if they fulfill the requirements of bringing 100 percent of their allocated land under cultivation, and remain and continue to cultivate this land for five years, no titles have yet been issued by the Government. *It is therefore an important requisite for LASED II to focus its attention on completing the cycle of transferring land title from the Government to the beneficiaries, as soon as they meet the five-year stipulation.*

(21)LASED's primary objective was to test the procedures for SLC as described in Sub-Decree 19 and as specified for operationalization through the PIM. To do this beneficiaries were given a starter kit that focused on establishing a dwelling on the homestead and a few farming implements. Initially it was assumed the beneficiaries would clear their own land under a Food for Work assistance package. When it was found that this was not happening GIZ started to clear a portion of the land mechanically for the beneficiaries. *However there was no effective and efficient extension support to the beneficiaries with regards to improved agronomic practices. Considering the beneficiaries are laborers and not farmers this is something that would need to be addressed in LASED II.*

(22)By the end of the LASED II, some beneficiaries would have been receiving project support for ten years. The implicit assumption is that these households would be maintaining a sustainable livelihood off the land that was allocated to them. The assumption is also that they would continue to sustain activities after the project's closure. *To achieve this objective, there needs to be developed within these communities, sustainable agricultural practices.*

(23)LASED was implemented through two government agencies, General Secretariat for Social Land Concessions (GSSLC) and National Committee for Sub-National Democratic Development (NCDD) but neither was specifically focused on agricultural production. *There is a need to include the General Directorate of Agriculture (GDA), working through the Provincial Departments of Agriculture (PDA), in delivering farming skills knowledge to recipients.*

(24) During the period of LASED there were two operational areas, the first was solely implemented through a project management unit, situated in GSSLC, focusing on the SLC process. The second funded by Japan Social Development Fund (JSDF) and using NGOs to implement activities, supplemented SLC activities with strong support to civic engagement and community building. *There is a need to streamline the delivery mechanism to beneficiaries, continuing to use a mixture of public and private actors, but ensuring the delivery of a consistent package to project participants.*

(25) Most of the SCL sites are remote and as part of LASED, roads were built to gain access to these areas. As soon as this happened beneficiaries started to migrate into the site in larger numbers. The maintenance of these access roads and repairing some that have already been built is vital to the sustained presence of the newly constituted communities on the SLC sites. *There is a need to ensure that road maintenance of access roads is absorbed into the commune, district and provincial budgets.*

(26) The principle community amenities provided through LASED were a school a health post, and a community center. As the older concessions progressed, some beneficiaries opened general stores and offered transport and mechanical services. Such amenities are vital for the active functioning of the new SCL communities. *There is a need to ensure that all planned infrastructure projects are completed and their continuing operation is budgeted for.*

(27) *The final outcome of the LASED (I & II) project activities is the ability for beneficiaries to sell their agricultural produce into profitable value chains. To achieve this market linkages need to be facilitated.*

(28) **Packages.** In order to deliver what is needed for a successful implementation of LASED II's stated objectives, there would be a mixture of hard and soft investments grouped into three areas of infrastructure and livelihood systems.

(29) **SLC investment planning and prioritization:** This would include:

- (a) support for the preparation of the additional SLC plan for the new site;
- (b) funding for the required studies to determine the suitability and ensure environmental and social safeguards are followed;
- (c) support for the land titling process, including verification of eligible land recipients;
- (d) support for the establishment of a project and SLC-related MIS.

(30) **Infrastructure Development:** This would cover additional infrastructure investments including:

- (a) initial land preparation of the SLC sites;
- (b) provision of settling-in assistance to land recipients;
- (c) community infrastructure, such as construction of rural roads, household and, where feasible irrigation water supply; and
- (d) community buildings such as schools, teacher houses, health posts, and community centers.

(31) **Agriculture and livelihood support systems:** The focus would be on two areas: agricultural production and productivity improvement for food and nutrition security of the SLC recipients; and market integration that would promote sustainability of their existence. Support would be provided for:

- (a) establishment and strengthening of agriculture cooperatives, saving and credit groups, production and marketing groups and other community interest groups;
- (b) service and extension provision following a pluralistic service provider approach;
- (c) the provision of in-kind and cash support to strengthen successful local initiatives;
- (d) linking SLC planning and implementation with the respective Commune Development Plans/Commune Investment Plans (CDPs/CIPs);
- (e) community building support and
- (f) facilitating the acquisition of land title.

(32)**Quick wins.** The aim of LASED II is to establish beneficiaries on their own plots of land and facilitate them to develop and maintain sustainable livelihood. In order to achieve this objective the project needs to be able to demonstrate to the beneficiaries a series of achievements that make their lives more tenable in their new environment. These could include:

- (a) LASED II would work closely with GSSLC under the Ministry of Land Management and Urban Planning and construction to ensure coherent implementation of the project.
- (b) Preparing access from the residential area to agriculture plots with all-weather tracks.
- (c) Access roads to the SLC site from main trunk roads.
- (d) Development of including schools, etc.
- (e) Timely receipt of establishment kits, including housing materials.
- (f) Total clearance of field plots, plowed and planted to cover crops.
- (g) Delivery of extension services on basic agronomic practices.
- (h) Provision of basic services such as education and health care.
- (i) Establishment of a community structure to facilitate integration.

(33)**Long term.** Ultimately for the recently established LASED communities to thrive and prosper in their new environment a clearly defined sense of community must form that has all the familiar landmarks that communities desire and make them feel rooted. Alongside this, the land and the livelihoods that support the community need to grow and diversify to ensure a sustainable economic platform for daily life. Therefore the long-term objectives of LASED II should be to foster:

- (a) Greater community integration at the commune level, to ensure that the new site is considered part of a bigger community and commune budgets allow for the extra expenditure that would be required to service the needs of the LASED site.
- (b) Community participation as part of the Government's decentralization process in future procurement of small infrastructure projects.
- (c) If the beneficiaries see the need, the formation of common interest groups based around shared activities, such as the cultivation, marketing or processing of produce.
- (d) Practicing soil amelioration techniques to ensure soil fertility is not lost regardless of the crops grown.
- (e) Developing sustainable crop rotation patterns.
- (f) Strengthening of resilience and stabilizing farming systems through improved water management, in particular small-scale irrigation.
- (g) Developing and maintaining profitable linkages to the market.
- (h) Encouraging the development of input supply and service centers, capable of meeting the needs of a diversifying production environment.
- (i) Acquiring permanent title to the land.

Sustainable Technical Approach

(34)**Sustainability would require a mixture of hard and soft activities. Under this theme the** technical strategy would focus on:

(35)**Extension.** The primary vehicle for extension under the project would be the Farmer Field School (FFS) approach. The FFS approach would be supported by the definition and dissemination of Good Agricultural Practices (GAP). These GAPs would be strengthened and disseminated by GDA through Master Trainers to the Lead Farmers. The GAPs would be expected to include: (i) Integrated Pest Management (IPM); (ii) On-Farm Soil & Water Management (OFS&WM); and (iii) Post-Harvest Losses (PHL). Developed recommendations would include activities including extension messages related to tree/crop density, nutrients for crops, fertilizers, optimal irrigation practices (if/where possible), harvesting and storage development, and post-harvest handling techniques. It is recognized that the FFS approach to extension is

the most sustainable model currently in use with farmers, however it is recognized that MAFF has a major role to play in its continuing support to farmers through general extension and through the FFS model.

(36)**Technology investment packages.** These packages would enable small farmers to adopt the extension messages supplied by the project. Where feasible, distribution would use a cost-sharing modality²⁸, in which farmers would be expected to contribute up to 30 percent²⁹ of the cost of investment.

(37)**Market Responsiveness and Quality Improvement.** Farmers can significantly improve their incomes by growing the varieties demanded in the market. Quality can be addressed in relation to how the crop is grown and through improved post harvest handling procedures. Where there is demand from farmers, financing would be provided to cover part of the costs of building storage sheds to ensure the quality of produce and to facilitate transport and bulk sales to markets and processors. Storage development may have to be linked to the introduction of new varieties with greater storage potential. The process has to be farmer driven and financed in part by them for sustainability.

(38)Other livelihood activities would be facilitated by the provision of community funds that could be used to start up other activities as desired by project beneficiaries. This might be of specific interest to women who are not intensively farming their land. The project would provide technical assistance (capacity building) for small local initiatives or start-ups.

(39) The technical strategy developed has a number of advantages:

- (a) The approach is innovative in that it allows the involvement of different types of farmers. The interventions around technology and extension involve a menu of choices. Farmers make their choices according to their needs and means. The use of FFS means that extension is demand-driven and sustainable in the longer term.
- (b) The sustainability strategy builds a platform for long-term development of the SLC. The technical model implemented, if successful, permits beneficiaries to migrate to become farmers and engage in productive agriculture on their land.
- (c) Capacity building is central to the model and is delivered through FFS extension, guided by GDA. It is integral to the process and the general extension service in GDA is complemented by specialist extension services provided by NGOs or other specialized partners.
- (d) The proposed cost-sharing modalities for any productive assets that are given through the project ensure ownership and sustainability.

²⁸ Supported through, e.g. a revolving fund

²⁹ It is recognized that a 30 percent share for the IDPoor might be beyond their means. The shared contribution from the beneficiaries would be set through an objective and participatory process/discussion, based on good practice. A 15 percent share should be considered a minimum contribution.

ANNEX 8B DIAGRAM ON SUSTAINABILITY LIVELIHOODS APPROACH IN LASED II

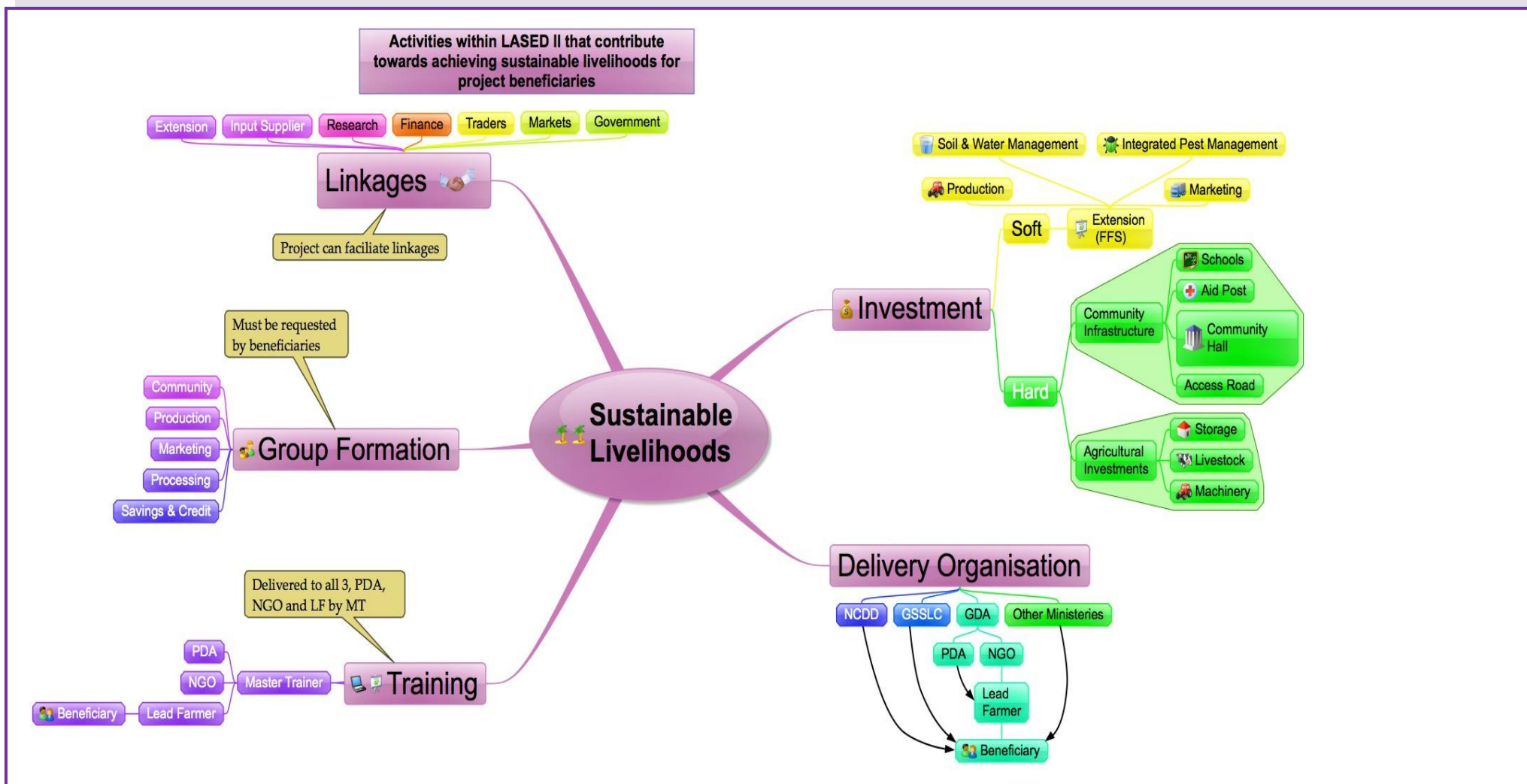


Figure 16: Diagram on Sustainability Livelihood Approach in LASED II

ANNEX 8C SUSTAINABILITY ACTION PLAN

Table 47: SUSTAINABILITY ACTION PLAN

Issues	Actions towards Sustainability	Responsibilities	Target & Monitoring
Cultivation of all SLC land made available to beneficiaries.	Land clearance using bulldozers, land levelling, two plowings and sowing of a cover crop over the entire cleared site.	National Committee for Sub-National Democratic Development Secretariat. (NCDD) through a contractor in collaboration with MAFF.	All original LASED sites not yet cleared and the new LASED II site at start of development just before rainy season. Monitoring by GSSLC & MAFF and Implementation Support Mission.
Land Title transfer from Government to beneficiaries as soon as SLC requirements met.	Beneficiaries in full-time residence on SLC site for 5 years. The whole site is cleared and cultivated.	GSSLC to coordinate title transfer with responsible Government line department.	All original LASED beneficiaries meeting the requirements. Monitoring by GSSLC and Implementation Support Mission
Extension support to beneficiaries, with regards to improved agronomic practices especially considering the beneficiaries have traditionally been labourer and not farmers.	Establishment of Farmer Field Schools (FFS) coordinated by Lead Farmers who are supported by PDA and NGOs and trained by Master Trainers from GDA.	GDA would oversee training and specify content, implementing through PDAs and NGOs as appropriate.	All beneficiaries of the project engaged in agricultural production. Monitoring by GSSLC & MAFF and Implementation Support Mission.
Ensure that access roads and small-scale irrigation scheme infrastructure maintenance occurs.	Absorbed maintenance into the commune budgets and their continuing operation is budgeted for within the commune.	Initially GSSLC would coordinate this through Community Development Facilitators and conjunction with NCDD. Ultimately the responsibility of the commune. Build on the lessons learned, a Commune Water Users Committee would be established to be responsible for operation and maintenance of the irrigation structures. Reasonable water-use fee would be collected from water users.	All SLCs within the project must draw up maintenance plans by close of the project. Monitoring by GSSLC & NCDD and Implementation Support Mission. O&M procedures and annual plan would be developed in conjunction with the technical design of the irrigation system prior to the construction.
Market linkages need to be facilitated along with access to credit.	Market awareness training of beneficiaries, market association formation, savings and credit schemes and farmer/trader meetings.	GDA in conjunction with the PDA, NGOs, CDFs and Lead Farmers.	Establish functioning marketing groups in each SLC and hold regular meetings with traders. Monitoring by GSSLC, MAFF and Implementation Support Mission.

FFS will be the methodology used in delivering agricultural production extension services of the project to the beneficiaries. Farmer fields and model plots will be the classrooms and labs. This will enable farmers to learn current problems and good practices head-on. The model plots that the project can begin with include the following. Protocols for implementing any of these models will be developed by the MTT at the start of the project.

Table 48: Supported Cropping Models

Cropping model	Total cost, US\$/ha	Net revenue, US\$/ha	Support package for model plot, US\$/0.25 ha	
Mung bean + cassava + rice	237	790	59	Seeds: 18%, land preparation: 33%, agro-inputs: 27%, water: 2%, harvest and post-harvest: 21%
Cassava + soy bean + rice	345	761	86	Seeds: 25%, land preparation: 29%, agro-inputs: 30%, water: 2%, harvest and post-harvest: 14%
Mung bean + soy bean + rice	187	638	47	Seeds: 19%, land preparation: 34%, agro-inputs: 26%, water: 2%, harvest and post-harvest: 19%
Maize + cassava + rice	263	590	66	Seeds: 23%, land preparation: 28%, agro-inputs: 32%, water: 2%, harvest and post-harvest: 14%
Maize + mung bean + rice	210	549	53	Seeds: 18%, land preparation: 33%, agro-inputs: 28%, water: 2%, harvest and post-harvest: 19%
Maize + soy bean + rice	213	438	53	Seeds: 25%, land preparation: 29%, agro-inputs: 31%, water: 2%, harvest and post-harvest: 13%
Mono-crop of maize	308	566	77	Seeds: 29%, land preparation: 32%, agro-inputs: 28%, harvest and post-harvest: 11%
Mono-crop of peanut	295	513	74	Seeds: 42%, land preparation: 22%, agro-inputs: 17%, harvest and post-harvest: 19%
Mono-crop of soy bean	312	373	78	Seeds: 33%, land preparation: 35%, agro-inputs: 22%, harvest and post-harvest: 10%
Mono-crop of mung bean	160	285	40	Seeds: 12%, land preparation: 45%, agro-inputs: 13%, harvest and post-harvest: 30%
Mono-crop of cassava	172	268	43	Planting materials: 28%, agro-inputs: 32%, land preparation: 25, harvest: 15%
Mono-crop of rice	204	235	51	Seeds: 13%, land preparation: 21%, agro-inputs: 43%, water: 6%, harvest and post-harvest: 17%
Livestock model: chicken	Total cost, US\$/100 live chicks	Net revenue, US\$/100 live chicken	Support package for 100 live chicks	
Layers	90	363	90	Vaccinated chicks: 75%, cage materials: 25%

- (1) Agricultural Development in Mine-affected Areas of Cambodia (ADMAC) was a project funded by the ex-Canadian International Development Agency (CIDA). The project, with roughly 4.5 million Canadian dollars funding, was implemented in 2006-2009 in three heavily mine-affected provinces (Battambang, Banteay Meanchey, and Pailin) benefiting 13,300 families. It consisted of two major components: (i) agricultural extension; and (ii) mine action (awareness). The project was led and implemented by MAFF.
- (2) The ADMAC's beneficiaries were families of former armed forces and former Khmer Rouge combatants, disabled families, orphaned families, widowed families, internally displaced families, refugee families from Thai-Cambodian border camps, and new settler families coming from different places of Cambodia. Despite their different backgrounds, the ADMAC's beneficiaries had one common characteristic; they resided on and did mostly upland farming on demined and UXO/mine-infested land for a living.
- (3) Through ADMAC, the beneficiaries received agricultural extension service, mine awareness and Revolving Fund (RF) support. The RF was mainly for Production Support (PSP) groups' members, who were mainly the most vulnerable families, and it was provided in the form of agro-inputs. As access to rural credit was extremely limited, a small community fund was allocated to provide the beneficiaries with access to capital for their farming livelihoods. The fund was only granted when the beneficiaries' communities have structures and mechanisms that ensured good management and sustainability of the fund.
- (4) In addition to the PSP groups, the beneficiaries established Agricultural Improvement (AIP) groups. Members of the AIP groups were non-vulnerable families. The AIP members received only agricultural service/training support, except the lead farmers who received a small package of input support for establishing their model plots to provide for extension to other AIP members and PSP groups. All together there were 420 groups of AIP and PSP. Both groups decided to form Commune Savings and Credit Groups (CSCGs), and later became agricultural cooperatives, which are registered, according to the Agricultural Cooperative Law, with the GDA/PDAs.
- (5) As the CSCGs/ACs were set up, hands-on capacity building in group facilitation, leadership, financial management (e.g. bookkeeping, auditing), business planning, etc. was provided. ADMAC also provided support to the CSCGs/ACs in setting up their governance structure and systems (including election of management committee members, management structure, internal rules and regulations). In the end, 32 ACs (hosting the SCG-based RF and other common interest groups) were up and running. They managed at least US\$0.634 million deriving from RF inputs and community seed funds, and member shares and membership fees. Their member shares and membership fees amounted to nearly 30 percent. Currently, these ACs remain operational managing a growing fund. They become models which receive visits of farmers from other places and projects to share with them their experiences.

Table 49: Risk Ratings Summary Table

Risk Categories	Rating
1. Political and governance	H
2. Macroeconomic	M
3. Sector strategies and policies	L
4. Technical design of project	M
5. Institutional capacity for implementation and sustainability	S
6. Fiduciary	S
7. Environment and social	M
8. Stakeholder	S
9. Other	L
Overall	S

The overall risk to achieving the PDO is considered substantial. The project builds on the experiences and lessons learned under the LASED Project and other SLC and rural development projects/programs in Cambodia. In this regard, the project has identified and incorporated in the design the potential risks and challenges such as the capacity of the different stakeholders vis a vis the new approaches to be adopted, the agricultural-ecosystem situations in the project sites and the increased scope and coverage requiring sustained and improved fiduciary responsibility. In addition, while the country's political and governance situation does not have a direct impact on the project, the land sector remains prone to corruption and fraud despite an evolving favorable policy and regulatory framework. This particular risk would be addressed by the project, as in the case of the LASED Project, by adhering to the agreed PIM and fully complying with the accompanying fiduciary and safeguards policies and guidelines. These would be supported through project workshops to discuss the various guidelines as well as conduct regular reviews and coaching sessions. Below are the mitigation measures incorporated in the project design to address the other key risks identified.

1. **Political and governance (H).** Risk of a major change in the overall political objectives of the government is limited, however, this cannot be ruled out, with potentially negative impacts to the project. Political and governance issues might also cause delays in the actual approval of the project, making a smooth transition from LASED to LASED II difficult and threatening the achievement of the sustainability objective. The commitment of the government to the Social Land Concession Program has been reiterated but land issues remain a contentious problem in Cambodia. Although action has been limited, recent (limited) cancellation of Economic Land Concessions and reallocation of land to Social Land Concession shows the importance still attached to the program. Following and supporting the deconcentration and decentralization principles of government policies, the original LASED Project has contributed to and benefitted from improved governance. This is expected to continue under the LASED II project.

2. **Macroeconomic (M).** There are only moderate macroeconomic risks to the project. Cambodia continues to maintain prudent fiscal policy following a "balanced budget" principle supportive to macroeconomic stability. Fiscal space is being restored with the recent increase in government savings and the fiscal policy remains sound. However, there is room to improve revenue collection (by improving revenue administration and rationalization of tax exemptions) and effective spending (although priority spending has been appropriate) through streamlined procurement and payment processes and elimination of leakages. Budget fragmentation (not integrating domestically financed and externally financed budgets) remains. After the 2013 elections, the RGC has declared its intention to increase spending – particularly under the pressure of increasing investment and civil servant salaries – but it is not yet clear what would be the effect of this policy on the mid-term sustainability. The capital and financial account surplus has substantially increased as the country continues to attract increasingly large foreign direct investment. As a result, the overall balance remains positive, and gross international reserves are substantial.

3. **Sector strategies and policies (L)**. While the land sector remains prone to corruption and fraud despite an evolving, favorable policy and regulatory framework, the project would not be directly affected by land sector risks as the project focuses on agriculture livelihoods. The a new pluralistic service provider approach in the delivery of agriculture support is in line with MAFF's policy and is supported and applied by government and donors. The project also receives support from and applies the decentralization and deconcentration policy implemented through Mol and NCCD as a project implementing institution.
4. **Technical design of project (M)**. The technical design of the project focuses on a new approach to agriculture extension that would be introduced in the beneficiary communities. New extension methodologies (FFS approach, village extension workers, etc.) and the involvement of NGOs and private sector in delivering extension services has been successfully tested in other projects but it would be new to the local level government institutions involved in the project. Technically, the new approach is not very demanding, however, it is a significant change over the established delivery of standard extension packages through an often under-staffed and not sufficiently resourced government institution. Their new role as an oversight and supervisory body would put an additional burden on these local institutions in particular as management skills (supervision/monitoring) are concerned.
5. The project would also support significant investments in infrastructure, requiring close technical supervision to ensure quality delivery and minimizing follow-up costs in form of early repair and maintenance. Shifting to more commune level procurement activities would place further burden on yet inexperienced local level administration. It would require extra time and effort particularly from the local level. These issues would pose a substantial risk to the project, which would be attended to with special capacity building interventions and close supervision by the Bank.
6. **Institutional capacity for implementation and sustainability (S)**. The project has strong and experienced teams at national and provincial level where the original LASED Project has been operating already. In new provinces, teams have been recruited and trained. However, technical and managerial capacities at sub-national level need continued strengthening. Capacity building in project management and technical aspects would be part of project activities as well as during Bank implementation and technical support missions. SLC procedures are in general carried out in transparent manner and are in line with agreed processes. LASED II procedures would be further adapted to the extent possible to existing planning and implementation procedures being used by all communes and supported by local administration. This specifically applies to CDD-type procurement which is in line with government procedures under decentralization policies. The procurement training including hands-on training to Communes and Community Procurement Committees as well as the Provincial Procurement Officers on the bid would be provided.
7. NGOs' support to communities has been highly effective with strong collaboration with national and local governments. This balances to some extent the sometimes weaker government capacities. The project would have to identify and attract more of this third party support. The involvement of specialized NGOs and other service providers would continue under the LASED II project and would help bridge capacity gaps, mainly in technical and social areas. These efforts are appreciated by the government, land recipients and other stakeholders. Nevertheless, required number of good and committed people and institutions might be difficult to identify and attract. Regular and closer monitoring would be undertaken, especially in the newly/to be established SLCs.
8. **Fiduciary (S)**. Standard operating systems and procedures would continue to be applied for financial management (FM) aspects, including evaluation of internal control system as part of internal and external audits. Clear procedures are described in the updated PIM and existing FM and Administration Manual at NCCDS with built-in internal controls, as well as the computerized accounting system to facilitate the recording and reporting at both national and provincial levels. No specific case of corruption or misprocurement has occurred in the original LASED Project, however, close monitoring remains a high priority. Continued capacity building would be undertaken for internal audit units at national and sub-national level in applying the risk-based audit methodology that was developed under the original LASED Project. Use of

checks where feasible and conduct of internal and external audits to evaluate internal control systems would also be made. Strong monitoring and supervision would accompany implementation, ensuring continued compliance with fiduciary procedures and safeguards requirements.

9. There would be no international procurement agent (IPA) to support this project. All medium and large size packages would be procured by NCDDS. The commune procurement is generally carried out in accordance with the provisions of Commune/Sangkat Project Implementation Manual (PIM) and the Bank Procurement Guidelines. However, some Commune Procurement Committees still have difficulties in properly applying the required procedure. Some very small procurement packages would be procured locally by the community procurement committees that would be established under the project. These committees would be elected from the community households who have lower literacy level and minimal procurement experience. The project would provide required capacity building for them before they start any procurement activity.

10. **Environment and social (M).** The success of agriculture livelihoods would also be influenced by the resilience of farming systems to natural calamities that affect Cambodia regularly. The project is not expected to have any negative effects on the environment, however, unfavorable environmental conditions such as in particular droughts or floods affecting the project areas, constitute a risk that is outside of the project's control possibilities. In response, the project would support viable water management investments, which would at least partially mitigate those risks.

11. Based on experiences in existing LASED sites, land recipient families with special needs would be identified early in the process. The labor shortage in female-headed households and in family with special needs would be addressed. With the help of specialized government institutions and NGOs, these families would receive livelihood support to ensure that they can make use of their allocated land and achieve food security. The project applies also a gender mainstreaming strategy with defined activities in support of women and female-headed households.

12. Environmental and social safeguards have been successfully dealt with in the LASED project. There are no safeguard issues expected on the new site in Dong Commune. However, in any such case, the government agencies can draw on an experienced team and well formulated safeguard documents.

13. **Stakeholder (H).** Project beneficiaries, involved NGOs, civil society organizations are generally supporting the project's approach in SLC assistance. The participatory planning process and the good communication strategy of the original LASED Project has helped to maintain good relations with most stakeholders inside and outside the project. The project also includes capacity building to government staff involved in the project. As indirect beneficiaries, the Government and other service providers in LASED SLCs have benefitted in recent years not only from support under LASED, but also through a (separate) GIZ project. The GIZ's exit strategy for LASED has led to intensified training and capacity building ahead of their expected withdrawal by June 2014. This has also further strengthened government planning and implementation capacity. The new project enables them to put their knowledge into use and expand their capacity in SLC. This ensures not only the existing political support but also the individual support of most stakeholders. However, there remains a high risk of obstructions and negative press, created by external stakeholders, in particular those not directly implementation-involved human rights NGOs that generally oppose the WB's involvement in land sector projects.

14. Strong participatory processes are applied in all project planning and implementation activities, in particular at local level. A clearly defined Communication Strategy is part of the risk management, ensuring awareness raising and minimizing internal and external misconceptions. This would also contribute to the continued positive and supportive views of internal and external project stakeholders.

15. **Other (L).** There are no other risks identified at the moment.

To be developed by the local consultant – ToR attached in Annex

Context

Land and land tenure security are critical to improving agricultural productivity and to reducing poverty in Cambodia. In this regard, the government has highlighted distribution of land to the landless and land-poor through social land concessions as a key component of its strategy to enhance the agricultural sector.

The Land Allocation for Social and Economic Development Project II (LASED II Project) is developed based on the earlier LASED Project and JSDF-funded projects, which were approved in 2008 with financial and technical support from the World Bank and GIZ. These projects have distributed over 14,100 hectares to nearly 4,700 landless and land-poor families and provided livelihood support in Kratie, Kampong Cham, Kampong Thom, Kampong Speu, Kampong Chhnang, and Battambang provinces. NGOs - Life with Dignity (LWD), Wathnakpheap (WP), and Habitat for Humanity International in Cambodia (HfHCI) played a key role in the success of the earlier LASED Project.

The project development objective is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. This 5-year project would cover 14 sites in five provinces.

Communications Objectives

The communications strategy for the project aims to support the effective implementation of activities and help mitigate potential operational risks by: (a) raising awareness of LASED II among potential project beneficiaries in participating provinces, and supporting the effective dissemination of information in appropriate formats and languages to project-affected communities and others involved in the process to ensure the transparency of land-recipient selection process; (b) developing information, education and communications (IEC) materials to help promote the participation and involvement of land recipients in planning and implementing project activities; (c) developing and disseminating information materials to help eligible land recipients comply with land titling documentation requirements; and (d) coordinating internal communication among the national and provincial LASED II implementation teams.

Risks

Below are the identified risks: (a) land is a sensitive issue in Cambodia while the freedom of expression has been growing; (b) outsiders and farmers who have not been granted land could accuse the project implementation team of bias in selecting land recipients; (c) land allocation is a long process and requires the involvement of many stakeholders; (d) access to all poor and poorest would be difficult given that most of them migrate to sell their labor elsewhere; and (e) slow move-in and slow progress on site and farm development of the poorest land recipients.

Opportunities

The following are the opportunities: (a) strong commitment by RGC to distribute land to landless and land-poor; (b) a pilot LASED has built a good record in implementation of its objectives; (c) human resources/capacity for implementation of LASED II has been built through the pilot LASED project; (d) state land is available to distribute to landless and land-poor families; and (e) good collaboration between LASED II team, NGOs, and stakeholders.

Stakeholders

The following are the project stakeholders: (a) people in project areas – potential project beneficiaries; (b) land recipients (LRs); (c) affected land occupants; (d) NGOs/CSOs; (e) government representatives from line-ministries, provincial departments, and local authorities; (f) project implementation teams; (g) private sectors; and (h) local media.

Four Pillars of the Communications Strategy

The project would be supported through the following inter-related areas of work:

Raise awareness about the LASED II Project Development Objective. The project communication team would work closely with project implementation teams to raise awareness of the LASED II project through the following priority actions: (a) issue a public statement when the project is approved and signed; (b) develop and distribute IEC materials to raise public awareness about the project objective; (c) develop and distribute IEC materials to targeted communes; and (d) organize provincial based radio talk show on project objectives in targeted provinces.

Support landless and land-poor selection process. The project communication team would work closely with the rest of the implementing teams to ensure transparency of the land-recipient selection process. These would be done through the conduct of the following priority actions: (a) conduct awareness campaign in targeted communes; (b) develop and distribute IEC materials for new targeted communes; (c) broadly disseminate selection criteria and process; and (d) produce billboards and place at the targeted commune to inform the villagers about applying for land and support.

Build confidence for land recipients. The project communication team would develop IEC materials to promote the participation and involvement of land recipients in planning and implementation of project activities, and information on land titling documentation requirements. These would be done through the following priority actions: (a) broad dissemination of IEC materials related to land ownership and rights to own land to land recipients; (b) work closely with NGOs/CSOs to build trust among land recipients; (c) organize provincial based radio talk-show on land ownership; (d) conduct information campaigns using mobile loud speakers on related land ownership in targeted communes; and (e) work with the project team to disseminate information regarding the livelihood support such as agricultural and residential kits, shelter material, food for work, and land preparation.

Build public and stakeholders support (result stories). These would be undertaken through the following priority actions: (a) prepare a minimum of three result stories/year of pilot LASED project and post on websites and social media, include in IEC materials; (b) prepare a minimum of three result stories/year of LASED II and post on websites and social media include in IEC materials; (c) produce annual newsletter for project beneficiaries and general audience; (d) produce a minimum of one result-based video/year and post on websites and social media; and (e) organize provincial based radio talk shows to address some issues and highlight the result of the project.

Table 50: Institutional Roles and Responsibilities at National Level

	Main Tasks
GSSLC (MLMUPC)	Responsible for overall coordination, capacity building and management of the project. Planning and technical management; M&E; reporting; support to provincial departments.
NCDDS (MoI)	Responsible for overall coordination and procurement and financial management; planning and financial management; M&E; support to provincial departments.
GDA (MAFF)	Responsible for coordinating and tapping the technical expertise within MAFF and third party service provider organizations (e.g., NGOs). Support to PDA; quality assurance; M&E.
PMT	Discuss and solve internal and external coordination and cooperation issues between implementing partners.
NCSLC	Responsible for MoU(s) between different institutions at national level; guidance and supervision.

Table 51: Institutional Roles and Responsibilities at Sub-National Level

	Main Tasks
PLUAC	Identify state public land and state private land; assure the standards for land classification and land use planning; approve land classification, land use plans and decisions about state land allocations at the provincial/municipal level; approve, refuse or modify social land concession plans proposed by the Commune Councils; submit social land concession plans and approval of social land concession plans for review of the National Social Land Concession Committee; coordinate with various ministries on general land use planning for development. Maintain records (accessible to public including civil society groups) of all complaints.
Provincial Administration	Prepares Provincial AWPB, sign of MoU with NCDDS and sub-contracts; operational support on financial management, contract administration, procurement, administrative and operational at the Provincial, district and commune levels; assistance to CC and DWG; M&E and Reporting.
District Working Groups	Carry out all work of the PLUAC at the district level; provide technical assistance to the Commune Councils to identify and to classify land, to develop land use maps, to select target land recipients and to develop and implement social land concession plans; ensure that the allocation of social land concession land at the local level is efficient and transparent; monitor and report to the PLUAC on the implementation of social land concession plans; receive report from District women's affairs office of the implementation of gender mainstreaming process, and report to the PLUAC.
Commune Councils	Submitting the initial request for a Social Land Concession to PLUAC; develop the proposal and submit the Preliminary Social Land Concession Report to PLUAC; Identifying target land recipients (TLR); preparing a participatory land use plan; preparing a budget for rural infrastructure and services in support of the social land concession; Submit the full Social Land Concession Report to PLUAC; Procurement of infrastructure and services, in line with the Commune/Sangkat Fund Project Implementation Manual; Infrastructure maintenance through establishment of infrastructure maintenance groups; include SLC activities in Commune Development Plan and Commune Investment Plans (CDP/CIP).
Beneficiaries Communities	Actively engage in planning, prioritization and implementation; small scale community procurement; establish repair and maintenance committees.
Provincial Department of Land	Coordination and monitoring at provincial level; technical work on land identification and registration; titling work for eligible TLR.
Provincial Department of Agriculture	Agriculture (extension) services provision; leading the preparation of AEA and LUP as basic planning inputs.

Provincial Department of Rural Development	Supervision of infrastructure provision.
Provincial Department of Health	Basic health and sanitation training, including nutrition training.
Provincial Department of Education	Include nutrition training in capacity building and training activities.
Provincial Department of Women's Affairs	Supervise and implement gender mainstreaming activities; capacity building for gender mainstreaming; Gender Analysis; advice on parts of the SLC process where the results of the gender analysis must be considered; assist Commune Council and DWG with gender monitoring.
Provincial Department of Water Resources	Supervise the planning and construction of irrigation and water management works.
NGOs	Community building and social services support (contracted) Supplemental agriculture service provision Establishment and training of RF groups
Private Sector Entities	Baseline survey (contracted) Assessment and engineering studies for irrigation investments (contracted) Agriculture input supply Marketing partners Finance provision (MFIs)

TERMS OF REFERENCES

ANNEX 13A TERMS OF REFERENCE
PROJECT SITE PRIORITIZATION AND DEVELOPMENT OF FEASIBILITY AND DETAILED TECHNICAL DESIGN
OF THE SMALL IRRIGATION SCHEME

(For consulting firm)

I. Background:

Contexts:

The Bank-assisted LASED Project and associated Japan Social Development Fund (JSDF) grant-funded project activities have been a cornerstone of Cambodia’s Social Land Concession (SLC) Program. In addition to the “civilian” SLC Program, the government is also implementing a large-scale land distribution to retired soldiers of the armed forces and their families. The program aims to transfer several hundred thousand hectares of private state land through SLCs to landless and land poor. Recipients are selected using the established poverty identification process (IDPoor), with beneficiaries being within the bottom 40% of the population. The government has recognized the significant and potential contribution of SLCs to poverty reduction and is committed to scaling up the program.

The process for updating the Land Policy is ongoing and initial drafts highlight the importance of SLCs for poverty reduction and development. The land and services link is recognized, emphasizing the need for infrastructure development and (agriculture) livelihood support services. A renewed approach of state land identification and mapping has also been announced, in line with the objective to secure state assets. This would, in the medium and long term, open the door for new land allocation approach, including SLCs of different forms.

Sustainability is at the center of government, as well as of the LASED Project. SLC projects do not only allocate land but are expected to provide the required infrastructure and deliver the necessary support services to ensure benefits from the land allocated. These key features are reflected in the government’s extension policy and the attention and support that agriculture cooperatives and related savings and credit groups receive. The project would reinforce these and further improve the sustainability measures in the beneficiary sites.

Project description:

The project development objective (PDO) is to help improve the target beneficiaries’ access to agriculture resources and selected infrastructure and social services in project communities.

The PDO would be achieved by: (a) strengthening community groups to better identify and prioritize technology and infrastructure investments; (b) financing priority productive and social community infrastructures; and (c) scaling up agricultural and livelihood support activities.

The project would cover a total of 14 SLC sites in the five provinces of Kratie, Kampong Cham, Kampong Thom, Kampong Chhnang and Kampong Speu. These sites include the eight (8) sites under the LASED Project, five (5) sites funded under the Bank-administered Japan Social Development Fund (JSDF) and one (1) new site in Kampong Thom Province. The total area to be covered is approximately 17,000 hectares, benefitting some 5,141 families.

The project would have two following components and would be implemented over a five-year period:

Component 1: Infrastructure and Livelihood Systems (total estimated cost US\$22.45 million; to be fully financed by IDA Credit)

Sub-component 1.1: Social Land Concession Investment Planning and Prioritization (total estimated cost US\$3.18 million; to be fully financed by IDA Credit). This would support the: (a) participatory preparation and updating of SLC plans for the new and existing sites, respectively; (b) identification, prioritization and planning of appropriate technology and infrastructure investments, including the overall project baseline

data and monitoring requirements; and (c) processing of land titles for eligible land recipients in the existing sites.

Sub-component 1.2: Land Preparation and Infrastructure Development (total estimated cost US\$14.81 million; to be fully financed by IDA Credit). This would support the settling-in requirements as well as the required land preparation and prioritized infrastructure investments in the SLC sites.

Sub-component 1.3: Agriculture and Livelihood Development (total estimated cost US\$4.46 million; to be fully financed by IDA Credit). This would support the consolidation and further improvement of agricultural production systems, livelihoods and food security and nutrition status of land recipients, including facilitation and provision of support services and technical assistance.

Component 2: Project Management (total estimated cost of US\$4.15 million; of which about US\$2.88 million of IDA Credit). This component would support project administration and coordination activities.

II. Assignment objectives

The Development Objective of this assessment is to conduct a site prioritization analysis and develop the combined feasibility and detailed technical design of the small-scale irrigation scheme in the selected sites.

The specific objectives of assignment are to:

- (1) Conduct survey and collect necessary information for site selection/prioritization process and combined feasibility study and detailed technical design;
- (2) Conduct prioritization analysis for site selection for the construction of small-scale irrigation scheme; and
- (3) Develop combined feasibility study and detailed technical design of the small-scale irrigation scheme in the selected sites.

III. Detailed tasks:

Task 1: Stakeholder Identification and Inception Report

- (1) Identify key stakeholders in Cambodia at all levels who will participate and contribute to the assignment and be users of the assignment's results;
- (2) Prepare a detailed inception report in close consultation and cooperation with the Central Project Management Unit, NCDD, provincial PMUs, other related agencies and with the WB team. The inception report includes an implementation methodology, proposed criteria for site prioritization for small-scale irrigation scheme, outline of the combined feasibility study and detailed technical design report, implementation plan, timelines, proposed data sources, team roles and responsibilities, and a list of agencies and organizations that will be consulted.

Task 2: Information collection and survey

Topographic survey: has to be compliant with the exiting technical standards and norms on geographical survey. Key tasks includes:

- (1) Review the previous reports and liaise with relevant authorities to locate National grid points or secondary permanent and reliable established points to act as a start point. Use triangulation method to establish permanent detailed control network within the project communes for further referencing of detailed surveys for technical design in later stage.
- (2) Develop base topographic map contour map with at least 5-meter contour intervals for the entire territory of the studied commune if no topography map is available. The map shall be at a scale of

at least 1:10,000. Show all roads, houses, agricultural lands (irrigable and commanded areas, agroindustrial areas), residential areas, streams, rivers, lakes, utility lines (if existed) and water supply wells on the macro-scale topographic map. Permanent benchmarks shall be constructed at appropriate sites and referenced to the datum shall be carried out using automatic level. The permanent benchmarks must be named with detailed information on elevation and coordinates. This type of map will be used for site prioritization process.

- (3) Once the sites is selected for small-scale irrigation scheme. A detail survey will need to be taken in order to serve the detailed technical design. At selected sites, establish detailed topographic contour map with at least 0.5-meter contour intervals for the proposed water storage and planned irrigated areas. The perimeter boundary survey coordinates shall be mapped together with the 0.5-meter topographic contours. All roads, surface waters, irrigation areas, agroindustrial areas and major landmarks shall be indicated on the map, as well as survey benchmarks. Identify all structures, including embankment tanks, water discharge gates, spillways, canals, pumping stations (if required), etc. The map shall be at a scale of at least 1:500. Topographic maps of the selected sites shall be drawn in AutoCAD, and also include spot heights, contour lines, location of horizontal control points; and benchmarks. Please note that the areas to be potential submerged including registered land and forest, etc. by the water storage shall be benchmarked.
- (4) Establish longitudinal and cross sections of the proposed irrigation schemes, including embankment, water storage/submerged area and primary cannel. The longitudinal sections shall be established at a scale of at least 1:100 vertical and 1:500 horizontal using the total station. The cross section shall be established at a scale of at least 1:200.

Geological survey or Boring (if required)

- (5) Borings shall be drilled through the soil column to unweathered bedrock, or to 30 meters depth, whichever is less for the entire proposed sites. Conduct soils analysis and testing to classify and evaluate the load bearing strength, slope stability and settlement properties of the soil types encountered, as well as the permeability and attenuative properties of the soils to act as a barrier to leachate generation and groundwater contamination. Analysis and testing shall be conducted on disturbed and undisturbed soil samples in accordance with the existing Cambodian standards. All investigations and analysis shall comply with guidelines and standards for soils surveys and testing. Classification, by particle size, plasticity, moisture content, liquid limit, etc., shall be adequate to name each soil and indicate whether it's mixture of silt, clay, sand, gravel, etc. There shall be no less than 2 boreholes for each upstream structure, and 4-5 boreholes in each 1km length of irrigation canal. (for soil properties map development - there shall be at least one boring for every 10 hectares per available site).

Investigation of the borrow pit areas for construction materials

- (6) Identify location, supply capacity and quality of materials. Calculation of exact transport access and distance between borrow pits and construction sites.
- (7) Conduct a simple environmental impacts assessment in the borrow pit areas due to the material extraction in following the existing guidelines and norms.

Gathering of all other information that necessitates for the prioritization analysis and technical design.

- (8) Review available reports and technical designs of the similar small-scale irrigation schemes in the country as well as assessment of the irrigation performance of these existing systems.
- (9) Collect all available information relating meteorology, hydrology in the studied area, water catchment and stream characteristic (including area, topographical condition, current flow, water

levels and discharge in the dry and rainy seasons, and flood duration, etc.). Meeting with responsible agencies and interview with local peoples shall be conducted.

- (10) Collect all information regarding population, livelihoods, land-use plan, irrigation areas and crop types to be irrigated by the proposed water storage, crops development plans, and other socio-economic development plans (if available).

Task 3: Site selection prioritization analysis

Using the information and data collected in Task 2, this task should be carried out in close consultation with the Central PMU, NCDD, PPMUs, villages and other stakeholders. The task includes but is not limited to the following activities:

- (1) Develop a set of prioritization criteria in further detail based on the principles provided in the PIM.
- (2) Assess qualitative and quantitative of water resources in the project sites by:
 - analyzing available hydrological data to determine available water, critical flow levels, flood frequency and design flood studies;
 - carrying out water quantity and quality validation measurement exercises;
 - carry out supply-demand analysis (water balance) of water availability for other uses including environmental flows.
 -
- (3) Determine suitable sites that will determine the volumes of water that will be available as well as the risks of sedimentation, flooding and possible specific environmental impacts.
- (4) Analyze available meteorological data to determine cropping cycles and crops water demand.
- (5) Assess the extent of the land that can be irrigated on each site. Analyze land tenure and current land use activities and levels of production – this should include use for agricultural activities, livestock, forestry or other and how they will be affected by proposed irrigation interventions.
- (6) Based on results of the analysis above and the set of prioritization criteria, undertake a site selection prioritization process, including organization of a stakeholder consultation workshop to finalize and seek agreement on the results of the prioritization analysis.

Task 4: Development of combined feasibility study and detailed technical design of the small-scale irrigation scheme in the selected sites.

Design should be appropriate with the given topographical conditions, water demand for irrigation, water availability and local setting to conserve water and maximize water use efficiency (use of the technology that will be appropriated to the specific condition of the sites – using a participatory approach), and presented in a design report accompanied by ready for construction digital engineering drawing, preferably in AutoCad.

The combined feasibility study and detailed technical design report should include but be not limited to the following key areas and activities:

- (1) All assessments and analyses mentioned in Task 3 above
- (2) Determination of canals plan for the identified irrigation areas
- (3) Development all necessary detailed technical design drawings of the recommended main and associated structures. The drawing includes but not limited to bird-view plan of the entire irrigation scheme, longitudinal and cross sections of the recommended main and associated structures.
- (4) Determination of construction costs, including materials, labors, management and supervision costs, and contingencies.

- (5) Environmental and social impacts assessment: Although the small-scale irrigation scheme is not triggered to the Bank policy on dam safety. However, a simpler environmental and social impacts assessment is required for the design. The simpler environmental and social planning process will be fully integrated into the technical feasibility study options by (i) identifying and analyzing the potential environmental and social impacts (direct, indirect, induced and cumulative) of the considered options; (ii) identifying and quantifying the costs of the corresponding mitigation measures; and (iii) incorporating these costs into the economic and financial analysis.
- (6) Economic and financial analysis covers (i) cost benefit analysis of the final scheme in the economic and financial terms (Net Present Value); (ii) B/C (benefit cost analysis), and economic/financial IRR (Internal Rate of Return); (iii) project cost budget tables including the construction phase and operational phase separately; (iv) the costs of the environmental management/mitigation measures and resettlement.
- (7) Construction and management plan will cover but not limited to:
 - (a) Overall construction plan and implementation schedule
 - (b) Construction methodologies and procedures
 - (c) Flow diversion works during construction period (if required)
 - (d) Preconstruction activities, including construction camps, access and transportation route, communication, water, electricity, etc.
 - (e) Location of borrow pit areas for construction materials
 - (f) Operators housing office facilities, other related facilities
 - (g) Assessment of required contractors' capacity and labor force requirements.
 - (h) The critical activities and the critical path of activities in the schedule shall be illustrated.
- (8) O&M procedures for the irrigation scheme is necessary, and will cover but not limited to:
 - (a) Short description of the system
 - (b) Detailed procedures for operation, maintenance and management of the system as the whole and each unit;
 - (c) Required technical skills and O&M team set up
 - (d) Estimate annual cost for O&M (used for cost benefit analysis above)

Task 5: Stakeholder consultation and pursuement of the approval processes

Consultant is required to conduct the close consultation process with local authorities at all levels and the Bank team for all reports and analysis's results. Consultant will need to incorporate all suggestions and comments to be given by local authorities, villages and the Bank team in the analyses and reports, and pursue the government approval process for the site selection prioritization and detailed technical design.

IV. Deliverables

The consulting firm will work closely with relevant government agencies at all levels and the Bank team under the direct supervision of Central PMU in NCDD to deliver the following deliverables in a quality control and timely manner. Consultant will also be supported by the provincial PMU-based hydraulic engineer hired by the project.

Deliverables	Timing (From contract signing)
Inception Report	week 4
Data collection and geographical and geotechnical survey reports	week 12
Site selection prioritization report	week 16
Combined feasibility study and detailed technical design plans	week 20

V. Payment schedule

The assignment is expected to start on xxx. The consulting firm will be paid, upon timely submission of agreed deliverables in the following:

Deliverables	Payment conditions	Percentage of payment
Inception report	Inception report finalized and approved by the Central PMU	20%
Data collection and geographical and geotechnical survey reports	First draft of data collection and geographical and geotechnical survey reports submitted to the Central PMU.	30%
Site selection prioritization report	The first draft report submitted to the Central PMU.	30%
Combined feasibility study and detailed technical design plans	The previous deliverables finalized and submitted to the Bank Final version of final report approved by NCDD and provincial authorities	20%

VI. Supporting resources for the assignment

The Consulting firm will be responsible for all necessary arrangements to facilitate work. The Consulting firm will also be responsible for office space, accommodation, communications, data collection, workshop, travel and other incidental costs.

The Central PMU will provide support in introducing the assignment and consultant firm to relevant agencies and other stakeholder, and in implementation of the assignment if necessary. The Central PMU will be responsible for all necessary arrangements for their team to monitor and supervise the implementation of the assignment.

VII. Qualification Criteria

Consultant firms are encouraged to develop their own methodology, staffing plan, level of effort and work approach to accomplish the TORs. The firms shall have a track record in water resource management and hydraulic engineering, hydrology, economics and project management, and shall have proven experience in design, construction and management of the hydraulic and irrigation scheme in Cambodia.

Staff to be engaged in this assignment shall have qualifications and/or experience in water resources science, hydraulic engineering (including design construction and management of headworks, irrigation canal), river morphology and meteo-hydrology or a related field. They should also have experience in implementing similar projects. Team composition should include but not limited to hydraulic engineer (team leader), civil engineer, hydrologist, geologist/geotechnical specialist, environmental scientist, economist and GIS specialist.

Team-leader should have master degree and at least 15 year of experience in the required areas, and will play a role as the chief communication partner for the client and other external parties, to coordinate and manage the implementation of the assignment including all necessary personnel deployment, purchases, and project administration, to supervise the work of all team members and guide them as necessary, to carry out those tasks for which no professional specialist will be deployed, to manage the dialog and interface with primary counterparts and the Bank team, to compile and submit the deliverables stated above and ensure quality control and timely delivery of all deliverables. Other team members should have university degree and at least 5-year experience in the required areas respectively.

CAMBODIAN NATIONAL DAM SAFETY SPECIALIST

LAND ALLOCATION FOR SOCIAL AND ECONOMIC DEVELOPMENT (LASED) PROJECT – PHASE II

1. Background

As per the Cambodian’s government request, the World Bank is continuously providing its financing support through the Land Allocation for Social and Economic Development (LASED) Project – Phase II to support the implementation of Cambodia’s SLC Program.

The project development objective is to help improve agriculture-based livelihoods for project beneficiaries. This will be achieved by: (a) strengthening community groups to better identify and prioritize technology and infrastructure investments; (b) financing priority productive and social community infrastructures; and (a) scaling up agricultural and livelihood support activities.

The project’s primary beneficiaries comprise of some 5,141 families who used to be landless and land-poor population groups. These beneficiaries have been provided with residential and agricultural lands in the 14 SLC sites assisted under the LASED Project and JSDF-funded NGO projects, and those that will be allocated lands in the 14th SLC site. The project will make specific provisions to support most vulnerable households and will give particular attention to livelihood activities that benefit women. The activities financed under the project will continue to utilize the inclusive consultation process established during the original project to identify and meet the needs of targeted households.

The project will cover a total of 14 SLC sites in the five provinces of Kratie, Kampong Cham, Kampong Thom, Kampong Chhnang and Kampong Speu. These sites include the eight (8) sites under the LASED Project, five (5) sites funded under the Bank-administered Japan Social Development Fund (JSDF) and one (1) new site in Kampong Thom Province. The total area to be covered is approximately 17,000 hectares, benefitting some 5,141 families. The project’s indicative cost is US\$25.37 million. This includes the Bank’s financing of US\$23.37 million and the government’s US\$2 million counterpart funding to cover office space, staff time and travel.

The project will build on the successful implementation and experiences of the previous projects and good practices in the sector. It will address the remaining priority needs of beneficiaries by providing a package of agricultural technology assistance and infrastructure support to make their lands productive and sustainable. The project will have two components and will be implemented over a five-year period. Based on experience, the project duration is the minimum time required to achieve the desired outcomes and results, as well as the sustainability of investments and livelihoods.

The project development objectives will be achieved through the following components:

Component 1: Infrastructure and Livelihood Systems (US\$20.26 million)

Sub-component 1.1: Social Land Concession Investment Planning and Prioritization (US\$3.36 million). This will support the: (a) participatory preparation and updating of SLC plans for the new and existing sites, respectively; (b) identification, prioritization and planning of appropriate technology and infrastructure investments; (c) processing of land titles for eligible land recipients in the existing sites; and (d) enhancement of project and SLC-related management information system as input to the SLC planning and prioritization activities.

Sub-component 1.2: Land Preparation and Infrastructure Development (US\$13.48 million). This will support the required land preparation and prioritized infrastructure investments in the SLC sites such as: (a) provision of settling-in assistance to newly-installed land recipients; (b) provision of initial land preparation assistance for the first cover crop; and (c) construction of productive and social community infrastructure such as rural roads, small-scale irrigation systems, rural water supply, school buildings, teachers’ houses, health posts and

community centers, among others. Close coordination and cooperation will be pursued with KfW, which will provide parallel funding to other infrastructures that would complement the project investments.

Sub-component 1.3: Agriculture and Livelihood Development (US\$3.42 million). This will support the consolidation and further improvement of agricultural production systems, livelihoods and food security of land recipients, including facilitation and provision of support services and technical assistance. These will include support for the: (a) community organization and development; (b) provision of service and extension support following a pluralistic service provider approach; (c) establishment of demonstration plots and model farms; (d) provision of in-kind and cash support to strengthen successful local initiatives; (e) establishment and strengthening of agriculture cooperatives, savings and credit groups, production and marketing groups and other community interest groups; and (f) linking SLC planning and implementation with the respective Commune Development or Investment Plans (CDPs/CIPs).

Component 2: Project Management (US\$5.11 million)

This component will support project administration and coordination activities. It will ensure in particular the timely and transparent flow of funds, procurement, auditing and reporting. It will also support project implementing entities at all levels (including communes) to further strengthen their fiduciary, administrative and reporting capacities. Specific attention and support will also be provided to expand and strengthen the project's M&E system. Support would include technical assistance, training, incremental operating costs, and vehicles and equipment, among others.

2. Objective of the consultancy

There are the numerous small-scale irrigation schemes, including water storages and weirs will be constructed under Subcomponent 1.2 above. Therefore, an individual National Dam Safety Specialist is recruited to provide independent review and recommendations to the client (national, provincial and communes levels) for ensuring that safety issues of the water storages/weirs/embankments (as called dams) to be financed by the World Bank are adequately addressed in terms of design, construction, operation and maintenance as required by the Dam Safety Safeguard Policy (OP4.37) of the World Bank.

The safety assessment of the dams and associated structures will be carried out in line with the relevant regulations of the Government as well as the international technical standards. In addition, this consultant will provide overall technical support for enhancing the capacity of the counterparts' offices at the national, provincial and commune level and other national experts.

This consultant will involve in all stages of the works, including dam safety inspection, feasibility and detailed design phases, construction supervision and evaluation, operation and maintenance throughout the project implementation lifespan.

3. Scope of services

The individual National Dam Safety Specialist will work under the direct supervision of the Project Management Unit's Director. Depending on requirements in each period of project implementation and volume of works, the consultant will be mobilized for the work. The consultancy services includes desk reviews and site visits to the dam sites, including joining the Bank's and Government's supervision missions when requested. The Client will provide consultant with documents, information and data required for safety review in coordination with consultants and contractors. In addition to the time spent at field, the consultant will be mobilized to provide distance technical support from their office via Email, skype etc. They also will provide comments/recommendations on the documents, data sent by the Client.

The consultant will prepare and sign a report before completion of each mission. The Report should indicate issues to be paid attention to and propose recommendations.

4. Key Tasks

The primary tasks of the Dam Safety Specialist will include, but not necessarily be limited to the following:

- (i) Review the design reports of the small-scale irrigation schemes with special attention on the design, construction and O&M of the dams;
- (ii) Review the surveys' results and hydrological assessment of the design reports including methodologies, procedures, etc.

- (iii) In particular, review the criteria, methodology and adequacy of design flood, flood routing study, and spillway capacity and recommend measures if any.
- (iv) Review the overall dam operational rules for water supply and flood control (if designed) and including operational records (reservoir water level, inflow, discharge volume, etc.) and hydrological /meteorological monitoring data.
- (v) Review the overall construction plan, and provide supervision of the construction progress, including quality of the works to ensure that the works are undertaken in overall conformity with the approved design documents, construction plan/schedule, construction supervision/quality assurance plan, etc.
- (vi) Perform site visits of dams, and review the survey, investigation result, site tests etc. and check the adequacy.
- (vii) Recommend additional actions and measures to assure the safety of the dam's design and construction plan considering potential hydrological risks and required safety level if any.
- (viii) Review the adequacy of hydro-meteorological monitoring instruments, including their numbers, locations, monitoring frequency, etc. (if available).
- (ix) Review the Operation and Maintenance Plan and the Emergency Preparedness Plan or Framework Plan (if required) as well as the conditions and operational procedures of the spillways and other hydraulic outlet facilities.
- (x) Attend meetings with other consultants under the guidance of the client.
- (xi) Assess the clients' capacity for dam safety aspects, including hydrological and O&M, and provide capacity building activities in coordination with the client.

5. Outputs

The consultant will submit report after each mission/assignment. This report should indicate issues to be paid attention to, needs for further detailed analysis, and propose solutions. The consultant may be required to work with other relevant agencies and entities in the project, design and supervision consultant and contractors to clarify relevant issues. The consultant may also prepare other reports if required.

6. Qualifications, Required Expertise, and Experience

The Dam Safety Specialist should meet the following minimum requirements:

- An advanced degree in Hydrology and Hydraulic, Water Resources or related field or other relevant majors,
- Minimum 15 years of experience in relevant professional works
- Having worked as a hydrological and hydraulic in designing, rehabilitation, and construction of dams in all sizes including concrete and embankment dams,
- Intensive experience in hydrological and hydraulic assessment of dams.
- Intensive experience of hydrological and hydraulic aspects of dam safety assessment, planning, instrumentation and monitoring.
- Intensive experience of operation and maintenance of dams.
- Familiarity with the international guidelines and best practices.
- Experience in working with WB and other donors-funded projects would be an asset.

7. Implementation Duration and Contract:

- (i) The work schedule and milestones will be agreed with the government in coordination with other relevant office after appointment. Expert is expected to conduct a mission including sites visit in general twice during detailed design and construction preparation phase.
- (ii) The expert will be maintained on an on-call basis throughout water storage subproject preparation and implementation period to provide technical review and guidance to ensure the embankment and reservoir are sustainably constructed, operated and maintained.
- (iii) The services of the expert are envisaged to start in xxx for an initial period of 30 working days under a contract with Central PMU under the LASEDII.
- (iv) At the request of the client, dam safety expert may provide technical support at their home base and through video/audio conferences.

(For consulting firm or individual consultant)

Background

To improve project-specific planning and the further dissemination and use of project knowledge and experiences, the LASED II project would support the further development and improvement of the project and SLC-related management information system (MIS). Enhanced information collection, processing, and timely dissemination to project stakeholders would increase transparency, effectiveness and efficiency of project operations. Evidence-based planning would ensure that government resources are effectively and efficiently deployed for the maximum benefit of land recipients and their communities. An improved project MIS would be able to easily track progress of financials, outputs and outcomes of the project, particularly the results framework indicators. The system is expected to help GSSLC, NCDD Secretariat, GDA and the World Bank to address issues and constraints that impede the project implementation in a timely manner. The project would continue to use the existing management information system, which is largely based on Microsoft Excel and Word formats, until the new MIS is developed and in place.

Objective of the assignment

The objective of the consulting input is to finalize the design for an upgraded MIS system for LASED II and to support the rollout of the system. The enhanced MIS would include a computer-based database that is able to record, track, store, and facilitate reporting on key indicators. The database would allow tracking of progress and verification at the household level and would include household as well as GIS data. If feasible, the system would be integrated into a web-site that could facilitate reporting as well as data entry. The system would be field-tested prior to launch and would include training materials, guidance documentation, and standardized questionnaires.

The MIS will be designed together with project management, drawing on existing data and on lessons from LASED. The consultant would work closely with relevant RGC counterparts, specifically at GSSLC and NCDD, to ensure that the system meets their project as well as long-term needs for M&E, and to ensure consistency and integration with RGC systems wherever possible.

Go to field to observe reporting context and speak to field staff. Take into account capability of data entry staff and time needed.

Key Tasks

Key tasks for the development of the enhanced MIS are as follows:

- Assessment of GSSLC data needs and capacity, including potential linkages to NCDD MIS.
- Assessment of capability of data entry staff and design of capacity building program
- Development of training materials and guidelines
- Review of data flow and responsibilities
- Consultation with relevant stakeholders (users of M&E system, and those involved in data collection), including field visits
- Analysis of suitability and gaps of existing ID codes for use in database application.
- Data cleaning for existing data to be integrated into database system
- System tests prior to mainstreaming
- Training in the field for consultants and data entry personnel
- Revision of M&E Manual for compatibility with enhanced MIS
- Analysis of existing GIS database and capabilities and assessment of options and steps for integrating this with other project data
- Development of MIS database application
- Assessment of options for providing continuity in MIS application following project closure.

- Coordination with web-designer to assess options for linking MIS to project website and for data entry and reporting

Expected Outputs

- Final and agreed upon MIS design
- Field tested questionnaires
- Tested database system for recording and reporting M&E data
- Training material and user guides

Job Description

Position:	LASED II-Project Director
Project Title:	Land Allocation and Economic and Social Development Project (LASED II)
Budget Line:	
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government’s Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

The **LASED II-Project Director** is responsible for the overall implementation of LASED II project in facilitation and coordination with GSSLC, NCDD and GDA.

c. Post Supervision:

The **LASED II-Project Director** is under the direct supervision of the General Secretariat of the National Social Land Concession Committee (NSLCC).

d. Specific Tasks:

Specifically the **LASED II-Project Director** will:

- Promote and encourage Commune participation in the social land concession process;
- Advocate of the distribution of state private land to the landless and land-poor through social land concessions;
- Conduct regular coordination meetings with the NCDD-Secretariat Project Coordinator
- Provide overall implementation guidance to NCDDS on LASED II Project implementation;
- Oversee the work of GSSLC in supporting the implementation of technical support to LASED II beneficiaries;
- Guide the Annual Work Plan and Budgeting process and make final submission for approval to the Ministers of Interior and Land Management Urban Planning and Construction;
- Oversee the management of GSSLC project account and financial procedures specifically under LASED II Project;
- Ensure that civic engagement and gender mainstreaming issues are effectively covered;
- Oversee delivery of training and capacity building under the LASED II Project;
- Oversee monitoring and evaluation of LASED II Project activities;
- Responsible for the preparation and timely delivery of activity and financial reports to MEF and the World Bank specifically related to GSSLC project expenditures under LASED II Project;
- Ensure compliance with the LASED II Good Governance Framework; and
- Ensure compliance with agreements between RGC and IDA concerning LASED II operations.

e. Qualifications and Experience

The **LASED II Project Director** must have the following qualifications:

- Extensive experience in land management and rural development.
- Experience in participatory land use planning.
- A relevant post-graduate university degree and/or combination of appropriate experience.
- Proven planning, management and reporting skills.
- Ability to provide leadership and coordination to a team and problem solve effectively.
- Excellent communication and facilitation skills, verbal and written, in Khmer and English

Job Description

Position:	Chief of Training and Communication Unit (CTCU)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

The **Chief of Training and Communication Unit** is responsible for the overall implementation of training, capacity building activities and communication under GSSLC directly relevant to the LASED II Project.

c. Post Supervision:

The **Chief of Training and Communication Unit** is under the direct supervision of LASED II Project Director and is the staff of the Ministry of Land Management, Urban Planning and Construction.

d. Specific Tasks

Specifically the **Chief of Training and Communication Unit** will:

- Prepare all related training material and IEC for LASED II team and land recipients;
- Schedule training activities, and recruitment of appropriate trainers and trainees;
- Develop and coordinate training-of-trainer activities relevant to the LASED II Project;

- Oversee all administrative functions for the effective and timely implementation of training and capacity building activities;
- Ensure that gender mainstream issues are effectively covered in the training activities under the project;
- Identify and initiate training and capacity needs of Project stakeholders and beneficiaries, as well as training needs outside LASED II Project area;
- Organize annual workshop, lesson learn workshop, exchange visit with stakeholders around the social land concession areas to evaluate the impact of training and to identify additional training needs; and
- Monitoring and evaluation of training and capacity building events and activities under the LASED II Project.
- Broad knowledge of LASED II project to other government institution, development partners, NGOs, Media and other stakeholders at national and sub-national levels;

e. Qualifications and Experience

The **Chief of Training and Communication Unit** must have the following qualifications:

- Extensive experience in different training methods, particularly as it relates to rural development and land sector;
- Experience in preparing training and capacity building material;
- Experience in coordinating training events and capacity building activities;
- Good communication, facilitation and presentation skills;
- Educational background in training and capacity building;
- English and Khmer speaking and writing skills; and
- Computer skills, particularly Word Processing, Power Point and Excel.

Job Description

Position:	Chief of Land Management Unit (CLMU)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

The **Chief of Land Management Unit** is responsible for oversight of land use and plot allocation mapping process in the LASED II Project area.

c. Post Supervision:

The **Chief of Land Management Unit** is under the direct supervision of LASED II Project Director and is the staff of the Ministry of Land Management, Urban Planning and Construction.

d. Specific Tasks

Specifically the **Chief of Land Management Unit** will:

- Provide guidance to PLUAC on land use and allocation;
- Define overall criteria for land use, size, dimension and characteristics of the plots for residential, agriculture, and other types of land use;
- Assist in identifying conservation areas, and public access areas;

- Facilitate and provide guidance on the implementation of Agro-Economic Analysis (AEA);
- Provide guidance to provinces to conduct 'hotspot' maps and ensure adequate capacity is available to review environmental screening;
- Facilitate and oversee the monitoring of community forestry and long term environmental management issues;
- Help to define the carrying capacity of designated plots;
- Identify and forecast future plots for SLC, conservation and other land use; and
- Provide guidance to Commune on the best method for integrating the SLC areas into the overall community (including infrastructure, access to resources and services, and markets).

e. Qualifications and Experience

The **Chief of Land Management Unit** must have the following qualifications:

- Extensive field experience in land use planning and management;
- GIS and GPS, other survey equipment and techniques;
- Working knowledge of key regulations and policies related to land, forestry, water, and environmental law;
- Knowledge and experience of infrastructure planning and management;
- Knowledge and experience in rural and community development;
- Knowledge of participatory land use planning;
- Good presentation, communication and facilitation skills;
- A relevant post-graduate university degree and/or combination of appropriate experience;
- Proven planning, management and reporting skills;
- Working knowledge of computers and related software for GIS; and
- Ability to provide leadership and coordination to a team and problem solve effectively.

Job Description

Position:	Chief of Administration Unit (CAU)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

The **Chief of Administration Unit** is responsible for oversight of land use and plot allocation mapping process in the LASED II Project area.

c. Post Supervision:

The **Chief of Administration Unit** is under the direct supervision of LASED II Project Director and is the staff of the Ministry of Land Management, Urban Planning and Construction.

d. Specific Tasks:

Specifically the **Chief of Administration Unit** will:

- Ensuring that GSSLC responsibilities under the LASED II Project are discharged effectively, efficiently and in line with LASED II Project principles;
- The LASED II AWPB are prepared for the LASED II Project Director for submission for approval by NSLCC;

- Work closely with the LASED IIGSSLC Finance Officer to prepare Quarterly Reports for submission to NSLCC, MEF and the World Bank. Whenever necessary, the Administrative Officer will subcontract the translation of the Quarterly Report to outside contractors;
- All LASED II Project correspondence and administrative letters are managed and documented in accordance with GSSLC administrative procedure and in timely manner;
- Any LASED II Project equipment under GSSLC responsibility is properly included in the GSSLC inventory of equipment and managed in accordance with policies and procedures;
- The transportation policy of the GSSLC is properly applied to LASED II Project vehicles;
- Space and facilities are prepared for meetings, seminars and trainings as required;
- Liaise with NCDDS and GDA Finance and Procurement staffs to ensure that relevant documentation required for procuring goods and services on behalf of GSSLC are effectively executed;
- Work closely with the GSSLC staff to prepare relevant terms of reference and technical specifications for goods and services to be procured by NCDD-S on behalf of GSSLC;
- Conduct all activities related directly to LASED II Project administrative work;
- Prepare monthly and other work-plans and reports as required; and
- Perform other duties as required by the LASED II Project Director.

e. Qualifications and Experience

The successful applicant must have the following qualifications:

- A relevant university degree and/or combination of appropriate experience;
- Proven planning, management and reporting skills; and
- Excellent communication skills, written and spoken, in Khmer (essential) and in English (preferable).

Job Description

Position:	Chief of Finance Unit (CFU)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

The **Chief of Finance Unit** is responsible for oversight of land use and plot allocation mapping process in the LASED II Project area.

c. Post Supervision:

The **Chief of Finance Unit** is under the direct supervision of LASED II Project Director and is the staff of the Ministry of Land Management, Urban Planning and Construction. The **CFU** will be directly supported by the LASED II Finance Adviser/Consultant.

d. Specific Tasks:

Specifically the **Chief of Finance Unit** will:

- Assist and train as necessary officials from implementing agencies in the proper procedures for budgeting, disbursement, payment requests, liquidation of advances and financial reporting;

- Liaise closely with the MEF on all matters pertaining to financial management within the LASED II Project to ensure effective coordination and to ensure that all procedures under the LASED II Project are consistent with national policy and WB IDA;
- Responsible for the preparation of the annual LASED II Project Annual Work Plan and Budget (AWPB);
- Work closely with the LASED IIGSSLC Administrative Officer to prepare the Quarterly Report to be submitted to NSLCC, MEF and the World Bank;
- Conduct monitoring activities to ensure that financial management procedures are properly understood and being performed and to identify areas where additional training is required;
- Review and clear financial reports submitted against all implementation agreements with consultants and ensure that information is properly recorded in the financial information system;
- Prepare consolidated financial statements for all GSSLC budget activities. It includes consolidating quarterly budget and financial data from GSSLC activities;
- Maintain proper books of accounts on the computerized accounting system and management of project account;
- Prepare monthly and other work-plans and reports as required;
- Coordinate reimbursement requests as necessary;
- Review reimbursement requests for funding eligibility as per criteria stated in the IDA Project Implementation Manual;
- Data entry into a computerized accounting system for eligible expenditures incurred by the project under GSSLC Project Account;
- Assist in preparation of Withdrawal Applications together with the relevant supporting documentation including Statements of Expenditures and obtaining MEF approval of the Withdrawal Applications for forwarding to WB;
- Assist in preparation of quarterly Financial Monitoring Reports (FMR's) and bank reconciliation statement and comparisons with budgeted data. Forwarding the quarterly FMR's to IDA;
- Ensuring that the project complies at all times with the project financial management procedures as set out in the Project Implementation Manual and DCA;
- Ensuring the maintenance of supporting documentation in proper order and form for the project expenditures; and
- Oversee all banking activities associated with the GSSLC Project Account.

e. Qualifications and Experience

The successful applicant must have the following qualifications:

- A relevant university degree and/or combination of appropriate experience in financial management/accounting;
- Knowledge of desktop computer use (EXCEL, word processing) and willingness to learn computerized accounting system; and
- Good communication skills, written and spoken, in Khmer and English.

Job Description

Position:	Chief of Internal Audit Unit (CIAU)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

The **Chief of Internal Audit Unit** is responsible for oversight of land use and plot allocation mapping process in the LASED II Project area.

c. Post Supervision:

The **Chief of Internal Audit Unit** is under the direct supervision of LASED II Project Director and is the staff of the Ministry of Land Management, Urban Planning and Construction. The **CFU** will be directly supported by the LASED II Finance Adviser/Consultant.

d. Specific Tasks:

Specifically the **Chief of Internal Audit Unit** will:

- Verify payments for national and sub-national activities to ensure appropriateness of documents and transaction, and that proper accounting records and adequate documentation is being maintained for all project activities;

- Carry out regular review and monitor financial management and procurement functions to ensure compliance with the relevant policies, procedures and practices and appropriateness of system of the project;
- Undertake random visits to assess the adherence of the established procedures at all levels, performance of project activities, particularly at the sub-national level and to ensure physical existence of project assets and results;
- Review eligibility, reasonableness and appropriateness of the project expenditures incurred at the national and sub-national level and that funds have only been used for the project purposes for which they are provided;
- Provide basic technical services (as required) for the proper recording and maintenance of Project Accounts at national and sub-national level;
- Check that adequate records are maintained to record and control assets and that the physical verification of assets is being done by the management periodically. Carry out physical verification of assets on a test basis;
- Randomly review procurement transactions to ensure procurement transactions have been conducted in accordance with the applicable procedures; the deliveries of goods, works and services are in accordance with contract quantities and quality, there is proper certification and approval processes for contract payments and there is proper and adequate documentation being maintained;
- Review the adequacy and effectiveness of the project financial management systems and in particular the internal controls and make recommendations for improving the systems, controls and tools. The auditor should suggest methods for improving weak controls or creating them where there are none. Special attention should be given to the operation of the field allowances scheme and payments;
- Assess compliance with provisions of the financing agreements of the project, particularly those relating to financial matters;
- Confirm that clear linkages exist between the books of accounts and the quarterly financial management reviews (FMRs) and that the FMRs reflect the financial position appropriately;
- Monitor the actions taken by management in response to previous internal audit findings and recommendations and to external audit findings and recommendations;
- Undertake special/ad hoc internal audits as per the instruction of the project management;
- Work closely and coordinate with national and international auditors from NCDD-S;
- Liaise with the external auditors during the execution of the external audit and provide copies of all internal audit reports to the external auditor (– the internal auditor should not have responsibility for making sure the external auditors findings, recommendations are followed – this is the role of management); and
- Any other task reasonably related to the above as indicated by the Project Director.

e. Qualifications and Experience

The **Chief of Internal Audit Unit** must have the following qualifications:

- A degree and/or professional qualification with major in Accounting/Management/Finance;
- At least three years professional experience working in a multi-lateral assisted or similar projects;
- Adequate exposure to procurement and disbursement procedures of RGC and the World Bank;
- Possess a strong commitment to independently execute internal audits impartially and ethically;
- Possess good communication skills and proficient in Khmer and English;
- Good judgment skills and commitment; and
- Good time-management and reporting skills.

Job Description

Position:	Chief of Land Recipient Selection Unit (CLRSU)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

The **Chief of Land Recipient Selection Unit** is responsible for oversight of land use and plot allocation mapping process in the LASED II Project area.

c. Post Supervision:

The **Chief of Land Recipient Selection Unit** is under the direct supervision of LASED II Project Director and is the staff of the Ministry of Land Management, Urban Planning and Construction. The **CFU** will be directly supported by the LASED II Finance Adviser/Consultant.

d. Specific Tasks:

Specifically the **Chief of Land Recipient Selection Unit** will:

- Provide guidance to help ensure that the selection of social concession land is fair and transparent;
- Provide guidance on the selection of target land recipients is suitably based on selection criteria;

- Provide oversight for the social land concession project and target land recipients;
- Review, screen and act as mediator for complaints and grievances;
- Oversee the dissemination of information on selection process;
- Ensure that civic engagement and gender mainstreaming issues are effectively covered in the land recipient process;
- Provide guidance on assessment of poor and landless and land poor households;
- Provide guidance on data collection and management on land recipient;
- Facilitate civic engagement in the SLC area and the involvement of other SLC stakeholders; and
- Provide training and capacity building on the land recipients in the SLC area.

e. Qualifications and Experience

The **Chief of Land Recipient Selection Unit** must have the following qualifications:

- Knowledge of legal and policy framework related to poor and poor households;
- Knowledge and experience in rural and community development;
- Knowledge of participatory land use planning;
- Experience in transparency and accountability issues;
- A relevant post-graduate university degree and/or combination of appropriate experience;
- Proven planning, management and reporting skills;
- Knowledge of statistics and data management;
- Proven communication and facilitation skills;
- Knowledge of computer use, particularly related to Word Processing and Excel, ACCESS and Power Point; and
- Ability to provide leadership and coordination to a team and problem solve effectively.

Job Description

Position:	Chief of Community Development Unit (CCDU)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

The **Chief of Community Development Unit** is responsible for oversight of land use and plot allocation mapping process in the LASED II Project area.

c. Post Supervision:

The **Chief of Community Development Unit** is under the direct supervision of LASED II Project Director and is the staff of the Ministry of Land Management, Urban Planning and Construction. The **CFU** will be directly supported by the LASED II Finance Adviser/Consultant.

d. Specific Tasks:

Specifically the **Chief of Community Development Unit** will:

-
- Provide guidance on rural development planning process;

- Provide guidance on needs assessment and define priorities for Commune Development Plan;
- Provide guidance on appropriate community structure, with particular attention paid to gender and issues relevant to indigenous people;
- Facilitate the formation of beneficiary communities (TLR Community);
- Provide guidance on facilitating the engagement of local and international NGOs, other donor projects to collaborate with Communes and beneficiaries in the SLC area;
- Work with NGOs under the civic engagement framework and gender strategy;
- Guide communities on issues related to markets, health, education and social services;
- Guidance on effective use of community resources and relationships with other surrounding communities; and
- Coordinate with the Land Management Specialist on participatory land use planning process for SLC in LASED II Project area.

Qualifications and Experience

The **Chief of Community Development Unit** must have the following qualifications:

- Extensive experience social, community and rural development;
- Experience with market access issues, delivery of health and education, and other service delivery;
- Working knowledge of key regulations and policies related to land, forestry, water, and environmental law;
- Experience in resource management and conversation issues;
- Knowledge and experience of infrastructure planning and management;
- Experience in participatory land use planning;
- A relevant post-graduate university degree and/or combination of appropriate experience;
- Proven planning, management and reporting skills;
- Ability to provide leadership and coordination to a team and problem solve effectively; and
- Excellent communication and facilitation skills, verbal and written, in Khmer and English.

Job Description

Position:	Chief of Cadastral Unit (CCU)
Project Title:	Land Allocation and Economic and Social Development Project (LASED II)
Budget Line:	
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

The **Chief of Cadastral Unit** is responsible for oversight of land use and plot allocation mapping process in the LASED II Project area.

c. Post Supervision:

The **Chief of Cadastral Unit** is under the direct supervision of LASED II Project Director and is the staff of the Ministry of Land Management, Urban Planning and Construction. The **CFU** will be directly supported by the LASED II Finance Adviser/Consultant.

d. Specific Tasks:

Specifically the **Chief of Cadastral Unit** will:

- Oversee all technical aspects of state private land identification, mapping, classification, surveying, and registration for the LASED II Project;

- Provide technical support and guidance on cadastral issues at the Sub-National Level;
- Coordinate the provision of information regarding land availability for the LASED II Project at the Commune level;
- Direct involvement in data management and analysis relevant to GIS information regarding the LASED II Project area;
- Provide direct training and support at the Sub-National level on state private land identification, mapping, classification, surveying, and registration procedures;
- Preparation of report with regards to state private land identification, mapping, classification, surveying, and registration for the LASED II Project;
- Conduct relevant field work directly related to the LASED II Project as instructed by the Project Director or as maybe required for registration purposes;
- Conduct monitoring and evaluation regarding the performance of Sub-National level activities related to state private land identification, mapping, classification, surveying, and registration for the LASED II Project; and
- Supervise and quality check all surveying work undertaken by consultants within the project context.

Qualifications and Experience: The **Chief of Cadastral Unit (CCU)** must have the following qualifications:

- Extensive field experience in land identification, mapping, classification, surveying, and registration procedures;
- Competency in land surveying techniques and the use Total Station, Global Positioning System (GPS) and other relevant survey equipment;
- Working knowledge of key regulations and policies related to land, forestry, water, and environmental law;
- Good presentation, communication and facilitation skills;
- A relevant post-graduate university degree and/or combination of appropriate experience;
- Proven planning, management and reporting skills;
- Working knowledge of computers and related software for GIS especially the land registration system software; and
- Ability to provide leadership and coordination to a team and problem solve effectively.

Job Description

Position:	International Operation Adviser (IOA)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year- four person month per year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

NCDDs is responsible for the overall coordination and management of the project, with responsible for the procurement and financial management aspects. NCDD delegates most operational responsibilities to PA in the participating provinces. A limited set of operational tasks are performed at national level by the NCDDs Project Support Team (PST). These responsibilities include:

- Overall project financial management;
- Overall procurement;
- Contract administration;
- Monitoring and evaluation;
- Preparation of Annual Work-Plans and Budgets; and
- Preparation of Annual Reports.

General Directorate of Agriculture (GDA) is responsible to supporting agriculture-based livelihood systems (Sub-Component 1.3), being responsible for the planning, coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project

beneficiaries. The GDA would also be responsible for coordinating and tapping the technical expertise of other technical departments within the MAFF, including engagement and supervision of required national technical consultants and third party service providers/delivery organizations (e.g. NGOs) to support the implementation of sub-projects. Together with the Provincial Department of Agriculture, they would be responsible for the planning, and coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project beneficiaries.

c. Post Supervision

The **LASED II International Operations Adviser** is under supervisor of project director and works closely with NCDD, GDA and sub-national teams to monitor, advises on and assist with discharge of LASED II.

d. Liaison and Cooperation

The LASED II International Operations Adviser cooperates closely with other international and national advisers and officers at GSSLC, NCDD, GDA and sub-national team as well as development partners and other relevant stakeholders to support the LASED II activities.

The LASED II International Operations Adviser is assisted in his or her duties by the LASED II National Operations Adviser and the LASED II Provincial Operations Advisers.

e. Definition of Duties

The LASED II International Operations Adviser has two key roles:

1. To advise and assist the LASED II in all tasks related to SLC policy, strategy and implementation of the LASED II Annual Work-Plan and Budget.
2. Document and assess the project progress, impact and issues and suggest resolution for project management team including reporting, monitoring and valuation and other studies;

f. Specific Tasks:

Specifically, the LASED II International Operations Adviser will:

1. Participate in and facilitate discussions related to social land concession policy and guideline within GSSLC, NCDD, GDA and other agencies, as required;
2. Assist in harmonization of LASED II project implementation procedures with other projects and programmes under the project objective framework;
3. Liaise with advisers and officers to facilitate information sharing, harmony and good cooperation between GSSLC, NCDD, GDA and IDA;
4. Review the draft LASED II Annual Work-Plan and Budget and comment on its consistency with the LASED II logical framework, Project Implementation Manual and Project Cost Tables;
5. Monitor all aspects of implementation of LASED II, identify any issues of concern, and report to the project management team and IDA;
6. Conduct regular assessment and study on the project progress and impact for project reporting (quarterly, semester and annually);
7. Make regular visits to LASED II implementing provinces and to social land concession sites to monitor progress and to maintain dialogue with PA;
8. Assist in reviewing any project documents in English version such as manual/guideline, reports, IEC material, AWPB, etc.,
9. Other tasks relating to LASED II as required by the Project Director and management team.

g. Qualifications Required:

The qualifications required for the post of International Operations Adviser are as follows:

1. A Masters degree (or higher) in a discipline relevant to project management or to rural development;
2. At least ten years progressive experience in areas related to rural development or rural land policy and livelihood and food security;
3. At least 5 years' experience in researching, assessment and evaluation;
4. Understanding of rural land rights issues;
5. At least five years in positions with substantial project management responsibilities;
6. Understanding of monitoring and evaluation principles and procedures;
7. Fluent in written and spoken English;
8. Previous experience in Cambodia or another Southeast Asian developing country will be an advantage;
9. Willingness and ability to travel in difficult conditions.

Job Description

Position:	National Operation Adviser (NOA)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

NCDDs is responsible for the overall coordination and management of the project, with responsible for the procurement and financial management aspects. NCDD delegates most operational responsibilities to PA in the participating provinces. A limited set of operational tasks are performed at national level by the NCDDs Project Support Team (PST). These responsibilities include:

- Overall project financial management;
- Overall procurement;
- Contract administration;
- Monitoring and evaluation;
- Preparation of Annual Work-Plans and Budgets; and
- Preparation of Annual Reports.

General Directorate of Agriculture (GDA) is responsible to supporting agriculture-based livelihood systems (Sub-Component 1.3), being responsible for the planning, coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project

beneficiaries. The GDA would also be responsible for coordinating and tapping the technical expertise of other technical departments within the MAFF, including engagement and supervision of required national technical consultants and third party service providers/delivery organizations (e.g. NGOs) to support the implementation of sub-projects. Together with the Provincial Department of Agriculture, they would be responsible for the planning, and coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project beneficiaries.

c. Post Supervision

The **LASED II National Operations Adviser** is under supervisor of project director and works closely with NCDD, GDA and sub-national teams to monitor, advise on and assist with discharge of LASED II.

d. Liaison and Cooperation

The LASED II International Operations Adviser cooperates closely with other international and national advisers and officers at GSSLC, NCDD, GDA and sub-national team as well as development partners and other relevant stakeholders to support the LASED II activities.

The LASED II International Operations Adviser is assisted in his or her duties by the LASED II National Operations Adviser and the LASED II Provincial Operations Advisers.

e. Definition of Duties

The key role of NOA is to advise and assist the LASED II Project Director, Project Coordinators and teams in all aspects of his duties related to implementation of LASED II.

f. Specific Tasks:

Management

- Read, understand and advise GSSLC on the interpretation of the LASED logical framework, the LASED Project Implementation Manual and the LASED Project Cost Tables;
- Assist the Project Director and the International and national Advisers to monitor all aspects of implementation, identify issues, suggest resolution, and take follow-up action as required;
- Support LASED II management with all operational matters including missions arrangement, evaluations and report preparation, policy development, and program management;
- Assist GSSLC in liaison with monitoring missions of IDA.
- Coordinate and participate in the project management meetings,
- Assist GSSLC to evaluate the efficiency and effectiveness of LASED operations. Facilitate the reviews of project working procedures and provide input for improvement when needed.
- Coordinate and provide input to annual project staff reviews.
- Provide input to the project management on the performance of the provincial levels.
- Provide coaching and support on project operation to the provincial teams, including make regular visits to LASED provinces and social land concession sites to monitor progress and to maintain dialogue with Provincial Administration;

AWPB

- Assist the Project Director and LASED II teams in the preparation of the Annual Work-plan and Budget (AWPB) including coordination to obtain input from the NCDDs, GDA and other relevant stakeholders, review the draft AWPB, comment on its consistency with the LASED logical framework, Project Implementation Manual and Project Cost Tables;
- Coordinate the preparation of the annual AWPB workshop including discussion with WB, NCDDs, GDA and the project implementing bodies at the sub-national level.

- Assist in the coordination of project implementation to ensure harmonization with NCDD & MAFF strategies and procedures, and with overall RGC regulations.
- Assist in ensuring that all contracts and agreements are implemented in accordance with the required systems and procedures.
- Perform formal and informal monitoring on the progress of AWPB implementation, including collecting the progress reports from all relevant project units and consolidate into a project report.

Monitoring and Evaluation

1. Cooperate with International/national M&E specialist to develop the MIS of LASED II and regular update the progressive activities and achievements in regard to the project result indicators framework with national and sub-national teams;
2. To develop M&E manual including the template, table recording form based on the result indicators and objectives of the project for national and sub-national team update the project progress
3. To train and orientation the related M&E for national and sub-national level for keep recording the progressive achievement;
4. To update regularly of project progress and achievement based on the updated result form the national and sub-national team and MIS;
5. Assist to evaluate the efficiency and effectiveness of LASED II Project operations through field monitoring, case study and in-depth interview with beneficiaries and implementation agencies;
6. Regular field monitor to target province for speeding up the project activities;
7. Coordinate with national and sub-national levels on survey and study of new SLC communes upon required by the project.

Social and Environmental Safeguards

1. Develop and document the social and environmental safeguard of project and printing for distributed to national and sub-national levels, NGOs and stakeholders;
2. Provide capacity building and orientation on social and environmental safeguard of project for sub-national teams;
3. Assist sub-national team on safeguard aspect for land use planning preparation and development activities;
4. Assist sub-national teams for keep recording and documentation on social and environmental safeguard including project activities on land preparation, land issues, TLR selection process, complain mechanism from people in SLC sites and communes;

Other Duties

- Perform other duties relating to LASED II operation as requested by the Project Director.

g. Qualifications Required

The qualifications required for the post of National Operations Adviser are as follows:

- Master degree (or higher) in rural development, project management, policies and land management;
- At least seven years progressive experience in implementation of projects in areas related to rural development and land policy;
- Understanding of rural land rights issues;
- At least five years in positions with substantial project management responsibilities;
- Understanding of financial management and procurement principles and procedures;

- At least three years in develop and implement the monitoring and evaluation especially on MIS;
- Good written and spoken English and Khmer
- Willingness and ability to travel in difficult conditions

Job Description

Position:	National Infrastructure Engineer Adviser (NIEA)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

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NCDDs is responsible for the overall coordination and management of the project, with responsible for the procurement and financial management aspects. NCDD delegates most operational responsibilities to PA in the participating provinces. A limited set of operational tasks are performed at national level by the NCDDS Project Support Team (PST). These responsibilities include:

- Overall project financial management;
- Overall procurement;
- Contract administration;
- Monitoring and evaluation;
- Preparation of Annual Work-Plans and Budgets; and
- Preparation of Annual Reports.

General Directorate of Agriculture (GDA) is responsible to supporting agriculture-based livelihood systems (Sub-Component 1.3), being responsible for the planning, coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project

beneficiaries. The GDA would also be responsible for coordinating and tapping the technical expertise of other technical departments within the MAFF, including engagement and supervision of required national technical consultants and third party service providers/delivery organizations (e.g. NGOs) to support the implementation of sub-projects. Together with the Provincial Department of Agriculture, they would be responsible for the planning, and coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project beneficiaries.

c. Post Supervision

The NIEA is under supervisor of project director and works closely with NCDDDS, GDA and sub-national teams to monitor and advise on and assist with discharge of LASED II infrastructure.

d. Definition of Duties

1. Provides technical support and prepares of all civil works packages (including the technical study) for submission to project director and project management team for review and to the World Bank for “No-Objection”;
2. Assist the project to strengthen the efficiency, effectiveness and transparency of all infrastructure related investments at the Provincial Administration Structure and Commune/Sangkat level in target provinces.
3. Monitor and evaluate the construction progress and certify on contractor payment based on the result and contract;

e. Specific Tasks:

Technical Support

- Prepare the technical work of civil work packages in Kampong Chhnang and Kampong Speu provinces. This includes feasibility studies, design work, preparation of bid documentation, assistance in bidding and in contract supervision to ensure the quality and cost-effectiveness of construction based on the LASED II PIM, C/S PIM, Safeguard policies and related policies.
- Assist the provincial infrastructure engineer advisers who based in other site in LASED II provinces regarding to the technical aspect and following the LASED II PIM, C/S PIM Safeguards policies and other policies;
- Support and work with TSU and LAU in the process of pre-qualification of contractors (where necessary), preparation of the bidding documents, evaluation of bids and contract preparation for LASED II Commune/Sangkat in provinces for all civil works projects and submit documents to the LASED – NCDDDS and GSSLC for review according to the Project Implementation Manual (PIM).
- Assist the TSUs to ensure that contract cost estimates produced by the TSOs are verified.
- Support TSU staff, and participate in technical audits of selected LASED II infrastructure contracts, after contracts are completed.
- NIEA required to work closely under the cooperation with CAU/NCDDDS and project teams and obtain verification for all the bidding and contractual documents of items related to civil works.

2. Capacity Building

- Conduct formal and “on-the-job training” for the TSOs and provincial infrastructure engineer advisers who are assigned to work in the LASED II SLC areas. Beneficiary communities will also play an important role in monitoring implementation of project-funded works and services
- Build capacity and assist the TSO, relevant Commune Councilors and community procurement committee to monitor the implementation of infrastructure activities in their commune and SLC areas.

- Provide both theoretical and practical training in the use of technical equipment, including, but not limited to, Dynamic Cone Penetrometers, topographical surveying equipment, hand-held GPS units, concrete testing hammers and digital cameras.
- Provide training in Commune/Sangkat contractor prequalification procedures, bidding and contract procedures to the relevant project staff, commune councilors and community procurement committee.
- Build capacity and assist the relevant provincial project staff and commune councilors to monitor the progress of contracted civil works and to conduct on-site evaluations of projects ensuring that adequate and reliable data is collected for evaluation of the technical and cost-efficiency aspects of the local projects.
- Initiate the model for small scale infrastructure maintenance base on the local communities commitment and assist the project staff, commune councils and community committee to conduct simple campaign/intervention to encourage the SLC communities to practice the model.
- Assisting project staff and commune councilors in management of the safeguards including the process social and environmental safeguards assessment as part of the infrastructure project feasibility study, using the CSF PIM.

3. Monitoring and Evaluation

- Review feasibility studies and designs and cost estimates prepared by the TSO using the Project Generator and assist in development of larger or technically more complex projects, to ensure design quality.
- Carry out selective field monitoring of the progress of projects as they are implemented at the commune and village level.
- Field monitor the TSO and Commune Council in conducting on-site evaluations of selected projects ensuring that adequate and reliable data is collected for evaluation of the technical and cost-efficiency aspects of the projects.
- Assist the commune and TSO to conduct the EIA-EMP implementation and land acquisition reports, when needed, prior to project bidding.
- Monitor the LASED II project cost estimation, bidding implementation so as to ensure its transparency and accountability manner.
- Monitoring of all works, including materials testing, verification of construction schedules, verification of quantities, adherence to contractually stipulated standards and conformance with approved engineering designs and specifications;
- Compile and summarize project progress, completion and evaluation reports.
- Join with the TSO to monitor the performance of contractors so that advice can be given to the Provincial Administration Structure and Commune Councils on the quality of their work.
- Assist with the collection, data quality verification and data entry of all information required to monitor the progress of LASED infrastructure projects, feasibility studies, field topographical and engineering design surveys, technical designs, preparation of standardized bidding documentation, cost estimation/BoQ, bidding process, construction supervision, and payment of contractors.

4. Reporting

- Prepare field monitor reports and submit to LASED Project Director and Provincial Administration Structure, TSU and Provincial Project Management Advisor (PPMA) for information and action.
- Prepare quarterly and annual work-plans and reports, as required, and submit through the LASED II Provincial Project Manager, Project Coordinator and Project Director.
- Prepare, update, and report to the LASED II Project Management Team the progress tracking sheet of all civil work activities financed under LASED II project.

- Monitor the progress activities, reviewing contractors' claims and certify on contractor payment request based on the contract agreement between project and contractor.

5. Other Duties

- Coordinate with Provincial Infrastructure Engineer Advisors, other National Level infrastructure Advisor and attend, as requested, national level forums on relevant infrastructure issues.
- Provide assistance, as required, to monitoring missions, audits, and site visits.
- Perform other duties as required by LASED Project manager, LASED Project Coordinator, and Project Director.
- Assist in the translation of relevant Commune/Sangkat, Provincial Administration Structure and other LASED documents from Khmer – English – Khmer.

Impact of Results

The NIA will assist the LASED team to progressively and smoothly improve the efficiency of the management of the design, procurement, construction supervision, reporting and Monitoring and Evaluation of all infrastructure-related works in the LASED Provinces.

Qualifications and Experience

The successful applicant must have the following qualifications:

- Bachelor degree (or higher is plus) in civil engineering field
- Five years project management experience
- Training and presentation skills
- High level computer skills including CAD (essential) and thorough understanding of database design and management (highly desirable).
- Previous and relevant experience, at least three years working with project related to CSF or Rural Infrastructure Implementation, the World Bank and/or with Government Officials
- Familiarity with the principle issues related to policy, regulation and technology choice for construction, operation and maintenance of rural infrastructure;
- Fluency in spoken and written Khmer and English.
- Ability and willingness to travel regularly to the provinces;
- Ability to work well in teams and to work independently with minimum supervision

Job Description

Position:	National Strategy and Communication Consultant (NSCA)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GSSLC, MLMUPC, Phnom Penh
Duration:	One year (with annual performance review)

a. General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Secretariat for Social Land Concessions (GSSLC), the GSSLC is responsible for implementing the LASED II. GSSLC is under the overall management of General Secretariat of the National Social Land Concession Committee (NSLCC).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project.

NCDDs is responsible for the overall coordination and management of the project, with responsible for the procurement and financial management aspects. NCDD delegates most operational responsibilities to PA in the participating provinces. A limited set of operational tasks are performed at national level by the NCDDs Project Support Team (PST). These responsibilities include:

- Overall project financial management;
- Overall procurement;
- Contract administration;
- Monitoring and evaluation;
- Preparation of Annual Work-Plans and Budgets; and
- Preparation of Annual Reports.

General Directorate of Agriculture (GDA) is responsible to supporting agriculture-based livelihood systems (Sub-Component 1.3), being responsible for the planning, coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project

beneficiaries. The GDA would also be responsible for coordinating and tapping the technical expertise of other technical departments within the MAFF, including engagement and supervision of required national technical consultants and third party service providers/delivery organizations (e.g. NGOs) to support the implementation of sub-projects. Together with the Provincial Department of Agriculture, they would be responsible for the planning, and coordination and implementation of agriculture support activities and quality assurance of goods and services that would be provided to project beneficiaries.

c. Post Supervision

The **NSCA** is under supervisor of project director and works closely with GSSLC, NCDDDS, GDA and sub-national teams to monitor, advise on and assist with discharge of LASED II communication strategy.

d. Definition of Duties

1. develop and update the communication strategy for LASED II project, communication material and provide training for project team;
2. Documentation the progressive activities and achievements for project and development partners;

e. Specific Tasks:

Specifically the **Chief of Training and Communication Unit** will:

- Work with project team to develop and update, if needed, its communications strategy and action plan based on the overall communications framework prepared for the project. Each communications strategy should support the overall objectives of the LASED II, GSSLC, NCDDDS and GDA. Make recommendations for appropriate communication actions and execution;
- Support the Project Director and teams in the coordination of communications activities across the three agencies and with the sub-national team in order to ensure consistency of messages and to capture synergies across agencies;
- Identification and preparation of necessary communications materials (media briefings, brochures, information packets, fact sheets, project briefs, videos, etc.).
- Regular updated the project progressive activities and achievement such as case studies, success stories, project filing, etc. for project website and Facebook;
- Work with the LASED II and WB Communications Officers to help build communications capacity;
- Support the project in the organization and facilitation of events, meetings, forums, workshops;
- Work closely with the project team to coordinate communications vis-à-vis the project and its sensitivities in the current country context.
- Help ensure the consistent and systematic disclosure of project materials and information, consistent with the project's principle, policies and guidelines.
- Prepare quarterly progress reports integrate into the project report for project management team and development partners and identifying any bottlenecks or areas of concern that need to be addressed.
- Work closely with the project team preparing the annual work plan and budgeting (AWPB);
- Any works assigned by project director;

e. Qualifications and Experience

The **National Strategy and Communication Adviser** must have the following qualifications:

- At least a university degree in communication, journalism, social sciences, public affairs, political science, or related field.
- 5-7 years of solid expertise in and ability to apply communication tools and techniques, including the ability to analyze and use research data.

- Ability to work with and communicate effectively with diverse stakeholders including government, civil society and media.
- Experience in marketing, public relations, and/or knowledge management.
- Solid understanding of socio-political, economic, and cultural background of Cambodia.
- Fluency in spoken and written Khmer is essential.
- Regional and international experience in similar work would be an added advantage.

Job Description

Position:	LASED II Project Coordinator
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Budget Line:	
Duty Station:	LASEDII/NCDDDS, MOI, Phnom Penh
Duration:	One year (with annual performance review)

General:

The National Committee for Sub-National Democratic Development, transformed from National Committee for Decentralization and Deconcentration Reforms, has been established in 2008 to lead and manage the D&D reforms. In order to comprehensively lead the D&D reforms, the 10-year-National Program on Sub-National Democratic Development (NP-SNDD) 2010-2019 was developed with the goals to 1.) Create a culture of local participatory democracy, accountable to the citizens; 2.) Improve public services and infrastructures; 3.) Bring about social and economic development 4.)Contribute to poverty reduction. Moreover, NP-SNDD will provide an opportunity to establish a new sub-national government system that embodies the main tenets of good governance, including accountability, adherence to the Rule of law, transparency, participation, equity, inclusiveness, responsiveness, efficiency and effectiveness.

In respect to the above mentioned goals, NCDDDS and GSSLC have cooperatively harmonized land reform focusing on local social land concession through the Land Allocation for Social and Economic Development (LASED) Project into PN-SNDD and jointly implemented the project.

LASED Project was initiated in mid-2008 to develop and pilot test the systems, procedures, tools and capacities for pro-poor land distribution through the government's Commune-Based Social Land Concessions (SLC) Program, and through practical implementation, allocated/awarded some 10,000 hectares to around 3,000 landless or land-poor households. This aimed to operationalize the Sub Decree No. 19 of 2003 on SLCs through a technically and administratively robust system based on transparency and the rule of law. The LASED II project works in the five target provinces, 7 districts, 12 Communes, 14 sites in the target provinces of Kratie, Tbong Khmom (previously Kampong Cham), Kampong Thom, Kampong Chhnang and Kampong Speu. There are supporting from some NGOs such as LWD, Habitat for Humanity Cambodia, GIZ and Watthanakpheap.

The same to LASED, The Land Allocation and Economic and Social Development Project (LASED II) is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute land to the landless and land-poor households through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. The LASED II project development objective (PDO) is to help improve access to agriculture resources and selected infrastructure and social services in project communities.

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Royal Government of Cambodia;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II are the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Use, Urban Planning and Construction (MLUMPC), National Committee for Sub National Democratic Development Secretariat (NCDDS) located in Ministry of Interior (MOI) and Ministry of Agriculture Forestry and Fishery (MAFF). NCDDS undertakes responsibility for operational aspects of LASED II at the sub-national level including contract administration, financial management and operational monitoring and evaluation, as well as for overseeing implementation within the framework of deconcentration and decentralisation reforms. On 18th December 2007 LASED II Focal Group was established within NCDDS by Decision of the Deputy Prime Minister and Minister of the Interior. The LASED II Focal Group is under overall supervision NCDDS.

The **LASED II Project Coordinator** leads the LASED II Focal Group and ensures that NCDDS responsibilities relating to the LASED II project are discharged effectively, efficiently, and with respect to the LASED II principles (above).

Post Supervision:

The **LASED II Project Coordinator** is under the direct supervision of Head of NCDDS. The LASED II Project Coordinator acts in close liaison with, but not under direct supervision of, the LASED II Project Director and GDA of MAFF. However all LASED II Operations are subject to approval in advance of the LASED II Project Director through the LASED II Annual Work Plan and Budget (AWPB).

Technical Cooperation:

The **LASED II Project Coordinator** will assist the Head of NCDDS in the overall coordination and management of Technical Advisors assigned to national and provincial level.

Specific Tasks: Specifically the LASED II Project Coordinator will:

- Maintain close liaison with the LASED II Project Director, who is a staff member of MLMUPC, and GDA at MAFF.
- Oversee the work of the LASED II Focal Group, including making recommendations for appointment, management and removal of staff as necessary;
- Oversee preparation of NCDDS / PA sections of the LASED II Annual Work-Plan and Budget (AWPB) and forward to the Project Director for consolidation and submission to World Bank for NOL ;
- Coordinate execution of NCDDS tasks under the LASED II AWPB;
- Monitor and coordinate the proper use and accounting of funds in the NCDD-LASED II account;
- In accordance with the AWPB, approve contracts entered by NCDDS with PA for LASED II operations;
- Ensure that LASED II operations under NCDDS are adequately monitored;
- Ensure timely delivery of operational and financial reporting;
- Assist the LASED II Project Director to host IDA monitoring missions for LASED II;
- Ensure compliance with the LASED II Good Governance Framework;
- Ensure compliance with agreements between RGC and IDA concerning LASED II operations.
- Perform other duties as may be assigned by the Head of NCDDS.

Qualifications and Experience: The **LASED II Project Coordinator** must have the following:

- A relevant post-graduate university degree and/or combination of appropriate experience.
- Proven planning, management and reporting skills.
- Ability to provide leadership and coordination to a team and problem solve effectively.
- Knowledge of desktop computer use and word processing.
- Excellent communication skills, verbal and written, in Khmer and English

Job Description

Position:	LASED II Chief of Procurement Unit
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Budget Line:	
Duty Station:	LASEDII/NCDDDS, MOI, Phnom Penh
Duration:	One year (with annual performance review)

General:

The National Committee for Sub-National Democratic Development, transformed from National Committee for Decentralization and Deconcentration Reforms, has been established in 2008 to lead and manage the D&D reforms. In order to comprehensively lead the D&D reforms, the 10-year-National Program on Sub-National Democratic Development (NP-SNDD) 2010-2019 was developed with the goals to 1.) Create a culture of local participatory democracy, accountable to the citizens; 2.) Improve public services and infrastructures; 3.) Bring about social and economic development 4.) Contribute to poverty reduction. Moreover, NP-SNDD will provide an opportunity to establish a new sub-national government system that embodies the main tenets of good governance, including accountability, adherence to the rule of law, transparency, participation, equity, inclusiveness, responsiveness, efficiency and effectiveness.

In respect to the above mentioned goals, NCDDDS and GSSLC have cooperatively harmonized land reform focusing on local social land concession through the Land Allocation for Social and Economic Development (LASED) Project into PN-SNDD and jointly implemented the project.

LASED Project was initiated in mid-2008 to develop and pilot test the systems, procedures, tools and capacities for pro-poor land distribution through the government's Commune-Based Social Land Concessions (SLC) Program, and through practical implementation, allocated/awarded some 10,000 hectares to around 3,000 landless or land-poor households. This aimed to operationalize the Sub Decree No. 19 of 2003 on SLCs through a technically and administratively robust system based on transparency and the rule of law. The LASED II project works in the five target provinces, 7 districts, 12 Communes, 14 sites in the target provinces of Kratie, Tbong Khmom (previously Kampong Cham), Kampong Thom, Kampong Chhnang and Kampong Speu. There are supporting from some NGOs such as LWD, Habitat for Humanity Cambodia, GIZ and Watthanakpheap.

The same to LASED, The Land Allocation and Economic and Social Development Project (LASED II) is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute land to the landless and land-poor households through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. The LASED II project development objective (PDO) is to help improve access to agriculture resources and selected infrastructure and social services in project communities.

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Royal Government of Cambodia;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II are the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Use, Urban Planning and Construction (MLUMPC), National Committee for Sub National Democratic Development Secretariat (NCDDDS) located in Ministry of Interior (MOI) and Ministry of Agriculture Forestry and Fishery (MAFF). NCDDDS undertakes responsibility for operational aspects of LASED

II at the sub-national level including contract administration, financial management and operational monitoring and evaluation, as well as for overseeing implementation within the framework of deconcentration and decentralisation reforms. On 18th December 2007 LASED II Focal Group was established within NCDDDS by Decision of the Deputy Prime Minister and Minister of the Interior. The LASED II Focal Group is under overall supervision NCDDDS.

Post Supervision:

The **LASED II Chief of Procurement Unit** is under the direct supervision of the LASED II Project Coordinator.

Technical Cooperation:

The **LASED II Chief of Procurement Unit** will be directly assisted by the LASED II Finance Adviser and Project Coordinator.

Specific Tasks: Specifically the LASED II Chief of Procurement Unit is responsible:

- Review AWPB and Procurement Plans drafted by PA and assist in finalizing these plans;
- Consolidate the LASED II Procurement Plan;
- Ensure timely execution of NCDDDS actions under the LASED II Procurement Plan;
- Receive and register procurement requests;
- Prepare tender documents for approval by the LASED II Coordinator;
- Verify conformity and good condition of equipment purchased;
- Draft all correspondence relating to procurement under the signature of the LASED II Project Coordinator;
- Monitor the Project Procurement Plan.
- Maintain files of procurement.
- Responsible for shipment of equipment to the provinces.
- Prepare monthly and other work-plans and reports as required and submit to the LASED II Project Coordinator.
- Perform other duties as may be assigned by the PAU Chief.

Qualifications and Experience:

The **LASED II Chief of Procurement Unit** must have the following:

- A relevant university degree and/or combination of appropriate experience in financial/business management/accounting.
- Knowledge of desktop computer use (EXCEL, word processing).
- Excellent communication skills, written and spoken, in Khmer and English.

Job Description

Position:	LASED II Chief of Finance Unit
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Budget Line:	
Duty Station:	LASED II/NCDDDS, MOI, Phnom Penh
Duration:	One year (with annual performance review)

General:

The National Committee for Sub-National Democratic Development, transformed from National Committee for Decentralization and Deconcentration Reforms, has been established in 2008 to lead and manage the D&D reforms. In order to comprehensively lead the D&D reforms, the 10-year-National Program on Sub-National Democratic Development (NP-SNDD) 2010-2019 was developed with the goals to 1.) Create a culture of local participatory democracy, accountable to the citizens; 2.) Improve public services and infrastructures; 3.) Bring about social and economic development 4.) Contribute to poverty reduction. Moreover, NP-SNDD will provide an opportunity to establish a new sub-national government system that embodies the main tenets of good governance, including accountability, adherence to the rule of law, transparency, participation, equity, inclusiveness, responsiveness, efficiency and effectiveness.

In respect to the above mentioned goals, NCDDDS and GSSLC have cooperatively harmonized land reform focusing on local social land concession through the Land Allocation for Social and Economic Development (LASED) Project into PN-SNDD and jointly implemented the project.

LASED Project was initiated in mid-2008 to develop and pilot test the systems, procedures, tools and capacities for pro-poor land distribution through the government's Commune-Based Social Land Concessions (SLC) Program, and through practical implementation, allocated/awarded some 10,000 hectares to around 3,000 landless or land-poor households. This aimed to operationalize the Sub Decree No. 19 of 2003 on SLCs through a technically and administratively robust system based on transparency and the rule of law. The LASED II project works in the five target provinces, 7 districts, 12 Communes, 14 sites in the target provinces of Kratie, Tbong Khmom (previously Kampong Cham), Kampong Thom, Kampong Chhnang and Kampong Speu. There are supporting from some NGOs such as LWD, Habitat for Humanity Cambodia, GIZ and Watthanakpheap.

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II at the sub-national level including contract administration, financial management and operational monitoring and evaluation, as well as for overseeing implementation within the framework of deconcentration and decentralisation reforms. On 18th December 2007 LASED II Focal Group was established within NCDDDS by Decision of the Deputy Prime Minister and Minister of the Interior. The LASED II Focal Group is under overall supervision NCDDDS.

The **LASED II Chief of Finance Unit** is a member of the LASED II Focal Group and works under Project Coordinator. The **LASED II Chief of Finance Unit** is responsible for assisting in fulfilling all aspects of project accounting and financial reporting including maintaining proper books of accounts on the computerized accounting system, managing all bank accounts and petty cash transactions and ensuring the reimbursement requests are reviewed and processed on a timely basis for eligible expenditures.

Post Supervision:

The **LASED II Chief of Finance Unit** is under the direct supervision of the LASED II Project Coordinator.

Technical Cooperation: The **LASED II Chief of Finance Unit** will be directly supported by the LASED II Finance Adviser and Project Coordinator.

Specific Tasks: The **LASED II Chief of Finance Unit** responsible:

- For LASED II funds under direct management by the NCDDDS and committed against the national NCDD budget and implementation contracts with Ministries, ensure that the NCDDDS applies appropriate direct payment procedures against payment requests of PA.
- Assist and train as necessary officials from implementing agencies in the proper procedures for budgeting, disbursement, payment requests, liquidation of advances and financial reporting.
- Liaise closely with the MEF on all matters pertaining to financial management within LASED II to ensure effective coordination and to ensure that all procedures under the LASED II are consistent with national policy and WB IDA.
- Assist in the preparation of the annual LASED II AWPB.
- As required, carry out monitoring visits to provinces to ensure that financial management procedures are properly understood and being performed and to identify areas where additional training is required.
- Review and clear financial reports submitted against all implementation agreements with consultants and ensure that information is properly recorded in the financial information system.
- Assist in preparation of consolidated financial statements for contributions under the authority of the NCDDDS. It includes consolidating quarterly budget and financial data submitted by the Provincial Treasuries.
- Assist in the maintenance of proper books of accounts on the computerized accounting system and management of all bank accounts.
- Prepare monthly and other work-plans and reports as required.
- Coordinate reimbursement requests from Provinces.
- Review reimbursement requests for funding eligibility as per criteria stated in the Project Implementation Manual of IDA.
- Data entry to the computerized accounting system for eligible expenditures incurred by provinces and for expenditures made from the LASED II Project Account (s) managed by NCDDDS.
- Assist in preparation of Withdrawal Applications together with the relevant supporting documentation including Statements of Expenditures and obtaining MEF approval of the WAs for forwarding to WB.
- Assist in preparation of quarterly Financial Monitoring Reports (FMR's) and bank reconciliation statement and comparisons with budgeted data. Forwarding the quarterly FMR's to IDA.
- Ensuring that the project complies at all times with the project financial management procedures as set out in the Project Implementation Manual and DCA.

- Ensuring the maintenance of supporting documentation in proper order and form for the project expenditures.
- Provide training as may be needed to the accountants at the provincial treasuries.
- Coordinate with IP3 financial advisers and PA Financial Unit staff in each province on internal audit/documentation review of eligible IDA funded expenditure.
- Assisting the FU Chief in banking activities.
- Perform other task as required by the FU Chief.

Qualifications and Experience: The successful applicant must have the following qualifications:

- A relevant university degree and/or combination of appropriate experience in financial management/accounting.
- Knowledge of desktop computer use (EXCEL, word processing) and willingness to learn computerized accounting system.
- Good communication skills, written and spoken, in Khmer and English.

Job Description

Position:	LASED II Chief of Contract Administration Unit
Project Title: Budget Line:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/NCDDDS, MOI, Phnom Penh
Duration:	One year (with annual performance review)

General:

The National Committee for Sub-National Democratic Development, transformed from National Committee for Decentralization and Deconcentration Reforms, has been established in 2008 to lead and manage the D&D reforms. In order to comprehensively lead the D&D reforms, the 10-year-National Program on Sub-National Democratic Development (NP-SNDD) 2010-2019 was developed with the goals to 1.) Create a culture of local participatory democracy, accountable to the citizens; 2.) Improve public services and infrastructures; 3.) Bring about social and economic development 4.) Contribute to poverty reduction. Moreover, NP-SNDD will provide an opportunity to establish a new sub-national government system that embodies the main tenets of good governance, including accountability, adherence to the rule of law, transparency, participation, equity, inclusiveness, responsiveness, efficiency and effectiveness.

In respect to the above mentioned goals, NCDDDS and GSSLC have cooperatively harmonized land reform focusing on local social land concession through the Land Allocation for Social and Economic Development (LASED) Project into PN-SNDD and jointly implemented the project.

LASED Project was initiated in mid-2008 to develop and pilot test the systems, procedures, tools and capacities for pro-poor land distribution through the government's Commune-Based Social Land Concessions (SLC) Program, and through practical implementation, allocated/awarded some 10,000 hectares to around 3,000 landless or land-poor households. This aimed to operationalize the Sub Decree No. 19 of 2003 on SLCs through a technically and administratively robust system based on transparency and the rule of law. The LASED II project works in the five target provinces, 7 districts, 12 Communes, 14 sites in the target provinces of Kratie, Tbong Khmom (previously Kampong Cham), Kampong Thom, Kampong Chhnang and Kampong Speu. There are supporting from some NGOs such as LWD, Habitat for Humanity Cambodia, GIZ and Watthanakpheap.

The same to LASED, The Land Allocation and Economic and Social Development Project (LASED II) is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute land to the landless and land-poor households through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. The LASED II project development objective (PDO) is to help improve access to agriculture resources and selected infrastructure and social services in project communities.

Implementation of LASED II respects the following principles:

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- Promote transparency and accountability; and
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The Executing Agency for LASED II are the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Use, Urban Planning and Construction (MLUMPC), National Committee for Sub National Democratic Development Secretariat (NCDDDS) located in Ministry of Interior (MOI) and Ministry of

Agriculture Forestry and Fishery (MAFF). NCDDDS undertakes responsibility for operational aspects of LASED II at the sub-national level including contract administration, financial management and operational monitoring and evaluation, as well as for overseeing implementation within the framework of deconcentration and decentralisation reforms. On 18th December 2007 LASED II Focal Group was established within NCDDDS by Decision of the Deputy Prime Minister and Minister of the Interior. The LASED II Focal Group is under overall supervision NCDDDS.

The **LASED II Chief of Contract Administration Unit** is a member of the LASED II Focal Group and works within the Project Management and Supporting Division of NCDDDS.

Post Supervision:

The **LASED II Chief of Contract Administration Unit** is under the direct supervision of the LASED II Project Coordinator.

Technical Cooperation:

The **LASED II Chief of Contract Administration Unit** will be supported by the LASED II Project Coordinator.

Specific Tasks

The **LASED II Chief of Contract Administration Unit** has the following responsibilities:

- Assist in review and updating NCDDDS contract administration guidelines.
- Assist the various contracting PA with the preparation of their annual LASED II contract;
- Disseminate and explain contract conditions and criteria to the involved provinces;
- Review all LASED II contracts submitted by contracting provinces before submission to Chief of CAPCU;
- Maintain and update the contract data base for the LASED II provincial contracts;
- Conduct occasional checks or monitoring visits specifically on the contract reporting status.
- Assist the Chief of Contract Administration/ Project Coordination Unit to organize workshops and seminars related to the contract administration programme components.
- Assist the CAPCU Chief in keeping the LASED II Project Director, LASED II Project Coordinator and IDA professionally updated on the contract progress of the contracted LASED II provincial programme.
- Prepare and provide training on contract administration to concerned institutions.
- Any other duties as requested by the Chief Contract Administration Project Coordination Unit.

Qualifications and Experience

The successful applicant must have the following qualifications:

- A relevant post-graduate university degree and/or combination of appropriate experience.
- Proven planning, management and reporting skills.
- Knowledge of desktop computer use and word processing programmes.
- Ability to participate in a team and effective problem solving.
- Excellent communication skills, written and spoken, in Khmer and English

Job Description

Position:	LASED II Chief of Administration Unit
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Budget Line:	
Duty Station:	LASEDII/NCDDDS, MOI, Phnom Penh
Duration:	One year (with annual performance review)

General:

The National Committee for Sub-National Democratic Development, transformed from National Committee for Decentralization and Deconcentration Reforms, has been established in 2008 to lead and manage the D&D reforms. In order to comprehensively lead the D&D reforms, the 10-year-National Program on Sub-National Democratic Development (NP-SNDD) 2010-2019 was developed with the goals to 1.) Create a culture of local participatory democracy, accountable to the citizens; 2.) Improve public services and infrastructures; 3.) Bring about social and economic development 4.) Contribute to poverty reduction. Moreover, NP-SNDD will provide an opportunity to establish a new sub-national government system that embodies the main tenets of good governance, including accountability, adherence to the rule of law, transparency, participation, equity, inclusiveness, responsiveness, efficiency and effectiveness.

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II at the sub-national level including contract administration, financial management and operational monitoring and evaluation, as well as for overseeing implementation within the framework of deconcentration and decentralisation reforms. On 18th December 2007 LASED II Focal Group was established within NCDDDS by Decision of the Deputy Prime Minister and Minister of the Interior. The LASED II Focal Group is under overall supervision NCDDDS.

The **LASED II Chief of Administration Unit** is a member of the LASED II Focal Group and works under supervision Project Coordinator and Head of NCDDDS.

NCDDDS responsibilities for LASED II are discharged effectively, efficiently and in line with LASED II Principles.

- The NCDD sections of the LASED II AWPB are prepared for approval by the NCDDDS LASED II in a timely fashion for forwarding to the LASED II Project Director;
- All LASED II correspondence and administrative letters are managed and documented in accordance with NCDDDS administrative procedure and in timely manner;
- Any LASED II equipment under NCDDDS responsibility is properly included in the NCDDDS inventory of equipment and managed in accordance with policies and procedures;
- The transportation policy of the NCDDDS is properly applied to LASED II vehicles;
- Space and facilities are prepared for meetings, seminars and trainings as required
- Prepare monthly and other work-plans and reports as required.
- Perform other duties as required by Chief of PAU and the LASED II Project Coordinator.

Qualifications and Experience

The successful applicant must have the following qualifications:

- A relevant university degree and/or combination of appropriate experience.
- Proven planning, management and reporting skills.
- Excellent communication skills, written and spoken, in Khmer (essential) and in English (preferable).

Job Description

Position:	LASED II Chief of Monitoring and Evaluation Unit
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Budget Line:	
Duty Station:	LASEDII/NCDDDS, MOI, Phnom Penh
Duration:	One year (with annual performance review)

General:

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The **LASED II Chief of Monitoring and Evaluation Unit** is a member of the LASED II Focal Group and works within the Monitoring and Evaluation and Information Division, Project Coordinator and Head of NCDDS . The LASED II Chief of Monitoring and Evaluation Unit must ensure that monitoring and evaluation of LASED II operations is carried out in line with the MOU and with agreements between NCDD and GSSLC.

Technical Cooperation

(Advisers)

Specific Tasks

Tasks and responsibilities:

- Liaise with the Chief of Monitoring and Evaluation Unit for LASED II in NCDDS/ GSSLC;
- Work with the IT Adviser and the CAU to integrate LASED II contracts into the NCDDS Contracts Database;
- Prepare the Operational M&E Work Plan for LASED II as part of the NCDD submission for the LASED II AWPB;
- Ensure that the NCDDS M&E System is understood and being applied by all LASED II implementing institutions;
- Facilitate the coordination of the overall LASED II provincial monitoring process;
- Monitor reports received from provinces under the NCDDS Reporting system and review and consolidate the reports;
- Assist in the preparation and implementation of a training programme (including training materials and modules) on M&E procedures and tools for relevant national and provincial officials consistent with the NCDDS M&E Plan.
- Ensure that the NCDDS Contracts Database is properly maintained in respect of LASED II contracts;
- Facilitate/Participate in the design and implementation of M&E studies and surveys and in related data collection and analysis.
- Visit the provinces as necessary to follow up on both general and specific issues related to operational monitoring of LASED II;
- Other duties as required by LASED II Project Coordinator.

Qualifications and Experience

The successful applicant must have the following qualifications:

- A university degree relevant to socio-economic development and/or combination of appropriate experience.
- At least five years of experience in a similar position and or in a position with direct management and reporting responsibilities.
- Proven skills in project planning, project management, monitoring and evaluation and in reporting.
- Hands on experience in the use of computer (Word processing, Excel, and database programs).
- Knowledge of and experience in spreadsheet and database management work.
- Be government employee of the NCDD ministries.
- Good communication skills including proficiency in both written and spoken English and Khmer.

Job Description

Position:	Chief of Training and Communication Unit
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/NCDD MOI, Phnom Penh
Duration:	One year (with annual performance review)

General:

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monitoring and evaluation, as well as for overseeing implementation within the framework of deconcentration and decentralisation reforms. On 18th December 2007 LASED II Focal Group was established within NCDDDS by Decision of the Deputy Prime Minister and Minister of the Interior. The LASED II Focal Group is under overall supervision NCDDDS.

The **Chief of Training and Communication Unit** is responsible for the overall implementation of training, capacity building activities and communication is under Project Coordinator and Head of NCDDDS directly relevant to the LASED II Project.

Post Supervision:

The **Chief of Training and Communication Unit** is under the direct supervision of LASED II Project Coordinator.

Specific Tasks

Specifically the **Chief of Training and Communication Unit** will:

- Prepare all related training material and IEC for LASED II team and land recipients;
- Schedule training activities, and recruitment of appropriate trainers and trainees;
- Develop and coordinate training-of-trainer activities relevant to the LASED II Project;
- Oversee all administrative functions for the effective and timely implementation of training and capacity building activities;
- Ensure that gender mainstream issues are effectively covered in the training activities under the project;
- Identify and initiate training and capacity needs of Project stakeholders and beneficiaries, as well as training needs outside LASED II Project area;
- Organize annual workshop, lesson learn workshop, exchange visit with stakeholders around the social land concession areas to evaluate the impact of training and to identify additional training needs; and
- Monitoring and evaluation of training and capacity building events and activities under the LASED II Project.
- Broad knowledge of LASED II project to other government institution, development partners, NGOs, Media and other stakeholders at national and sub-national levels;
- Other duties as required by LASED II Project Coordinator.

Qualifications and Experience

The **Chief of Training and Communication Unit** must have the following:

Extensive experience in different training methods, particularly as it relates to rural development and land sector;

- Experience in preparing training and capacity building material;
- Experience in coordinating training events and capacity building activities;
- Good communication, facilitation and presentation skills;
- Educational background in training and capacity building;
- English and Khmer speaking and writing skills; and
- Computer skills, particularly Word Processing, Power Point and Excel.

Job Description

Position:	LASED II Chief of Internal Audit Unit
Project Title:	Land Allocation for Social and Economic Development (LASED II)
Budget Line:	
Duty Station:	LASEDII/NCDD, MOI, Phnom Penh
Duration:	One year (with annual performance review)
Basis:	Employer: NCDD

General:

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The **Chief of Internal Audit Unit** is responsible for oversight of land use and plot allocation mapping process in the LASED II Project area.

Post Supervision:

The **Chief of Internal Audit Unit** is under the direct supervision of LASED II Project Director and Project Coordinator.

Specific Tasks:

Specifically the **Chief of Internal Audit Unit** will:

- Verify payments for national and sub-national activities to ensure appropriateness of documents and transaction, and that proper accounting records and adequate documentation is being maintained for all project activities;
- Carry out regular review and monitor financial management and procurement functions to ensure compliance with the relevant policies, procedures and practices and appropriateness of system of the project;
- Undertake random visits to assess the adherence of the established procedures at all levels, performance of project activities, particularly at the sub-national level and to ensure physical existence of project assets and results;
- Review eligibility, reasonableness and appropriateness of the project expenditures incurred at the national and sub-national level and that funds have only been used for the project purposes for which they are provided;
- Provide basic technical services (as required) for the proper recording and maintenance of Project Accounts at national and sub-national level;
- Check that adequate records are maintained to record and control assets and that the physical verification of assets is being done by the management periodically. Carry out physical verification of assets on a test basis;
- Randomly review procurement transactions to ensure procurement transactions have been conducted in accordance with the applicable procedures; the deliveries of goods, works and services are in accordance with contract quantities and quality, there is proper certification and approval processes for contract payments and there is proper and adequate documentation being maintained;
- Review the adequacy and effectiveness of the project financial management systems and in particular the internal controls and make recommendations for improving the systems, controls and tools. The auditor should suggest methods for improving weak controls or creating them where there are none. Special attention should be given to the operation of the field allowances scheme and payments;
- Assess compliance with provisions of the financing agreements of the project, particularly those relating to financial matters;
- Confirm that clear linkages exist between the books of accounts and the quarterly financial management reviews (FMRs) and that the FMRs reflect the financial position appropriately;
- Monitor the actions taken by management in response to previous internal audit findings and recommendations and to external audit findings and recommendations;
- Undertake special/ad hoc internal audits as per the instruction of the project management;

- Work closely and coordinate with national and international auditors from NCDD-S;
- Liaise with the external auditors during the execution of the external audit and provide copies of all internal audit reports to the external auditor (– the internal auditor should not have responsibility for making sure the external auditors findings, recommendations are followed – this is the role of management); and
- Any other task reasonably related to the above as indicated by the Project Coordinator.
- Other duties as required by LASED II Project Coordinator.

Qualifications and Experience

The **Chief of Internal Audit Unit** must have the following qualifications:

- A degree and/or professional qualification with major in Accounting/Management/Finance;
- At least three years professional experience working in a multi-lateral assisted or similar projects;
- Adequate exposure to procurement and disbursement procedures of RGC and the World Bank;
- Possess a strong commitment to independently execute internal audits impartially and ethically;
- Possess good communication skills and proficient in Khmer and English;
- Good judgment skills and commitment; and
- Good time-management and reporting skills.

Job Description

Position:	LASED II Contract Administration Unit Adviser
Project Title:	Land Allocation for Social and Economic Development (LASED II)
Budget Line:	
Duty Station:	Phnom Penh
Duration:	One year (with annual performance review)
Basis:	Individual Consultancy Contract
Employer:	NCDD

General:

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These responsibilities include:

- Overall project financial management;
- Overall procurement;
- Contract administration;
- Monitoring and evaluation;
- Preparation of Annual Work-Plans and Budgets; and
- Preparation of Annual Reports.

The NCDD nominates the LASED II Project Coordinator and Project Director with full authority to oversee and coordinate the discharge of Head of NCDDS responsibilities with respect to execution of the LASED II Annual Work-Plan and Budget.

Duties and Responsibilities

- The LASED II **Contract Administration Unit Advisor (CAU)** works within the Project Management and Supporting Division and assists the Chief of Unit of the LASED II and the LASED II Project Coordinator to ensure that national and provincial contracts under LASED II are administered effectively and efficiently and assist in execution of contract administration for the LASED II project.
- The **CAU** will be supported if any by the LASED II International Operations Adviser and National Operation Adviser.
- The **CAU** will work under Head of NCDDS of LASED II Project Coordinator and work closely with the Chief of Unit.

Specific Tasks:

The **Contract Administration Unit Advisor** will work closely with the Chief of Unit and LASED II Project Coordinator with the objective of assisting, supporting, ensuring maintenance of appropriate professional standards and transferring appropriate skills and knowledge in the execution of the following duties:

Annual Work Plan Budget

- Provide technical support at reviewing AWPB and draft by PA and assist in finalizing the plans by components and categories.
- Consolidate the AWPB of 6 Provinces and 2 national sites (GSSLC/NCDD) as standard required;
- Technical support GSSLC and NCDDS to prepare annual LASED II Annual Work Plan and Budget
- Assist GSSLC/NCDDS in linkage the Annual Work Plan and Budget with requirement of Target Land Recipients, Commune Investment Plan and guideline of World Bank;
- Maintain files of AWPB;

Contract Administration

- Assist in review and updating NCDDS contract administration guidelines;

- Assist the various contracting PROVINCIAL ADMINISTRATION with the preparation of their annual LASED II contracts;
- Disseminate and explain contract conditions and criteria to the involved provinces;
- Review all LASED II contracts submitted by contracting provinces before submission to LASED II Project Coordinator;
- Maintain and update the contract database for the LASED II provincial contracts;
- Conduct occasional checks and monitoring visits specifically on contract reporting status;
- Assist the Chief of Contract Administration Unit in keeping the LASED II Coordinator and development partner (IDA) professionally updated on the contracts progress of the contracted LASED provincial programme;
- Support LASED II management with all operational matters including missions arrangement, evaluations and report preparation, policy development, and program management;
- Facilitate and resolve problem happen in all sites of project implementation.
- Assist project coordinator to prepare presentation for mission of the World Bank.

Capacity building

- Assist the Chief of Unit /Project Coordinator and Project Director to organize workshops and seminars related to the contract administration programme components, and the use of the contract database;
- Coordinate and participate in the project management meetings;
- Assist GSSLC/NCDDS to evaluate the efficiency and effectiveness of LASED II operations and facilitate the reviews of project working procedures and provide input for improvement when needed;
- Provide input to the project management on the performance of the provincial levels;
- Provide on-the-job-training to project staff in relation with preparation of AWPB, project management, M&E of project implementation through monthly, quarterly, and annually progress report, field visit and other tasks as required;
- Provide on-the-job-training to project staff and counterpart on result base management (RBM) approach and community concept, safeguard, D&D and good governance;
- Provide coaching and support on project operation to the provincial teams, including make regular visits to LASED II provinces and social land concession sites to monitor progress and to maintain dialogue with PROVINCIAL ADMINISTRATION and report status.
- Encourage project stakeholders and LASED II Sub-contracts line departments to focus their fully consideration on output and outcome of their activities and phase out strategies (project sustainability).

Technical support

- Technical support to NCDDS Staff in establishment and standardized LASED II;
- Provide advice to LASED II Project Director and Coordinator to lead the project's implementation (weakness and strength and its problem resolution in term to assure the smooth project's implementation);
- Assist project coordinator to design strategy, project and present it to various organizations and donor in term of providing either financing or physical support to target SLC areas;
- Provide technical support to project staff in term to harmonize the project's activities to commune investment plan (CIP) and meet to the requirement of target land recipients (TRLs)
- Perform the coordination and facilitation to all project activities in term to assure t the smooth project implementation and operation.

Monitoring and Evaluation

- Daily monitor the project implementation;
- Monitor the progress of monthly, quarterly, annually project reports;
- Monitor the project activities through regular field monitoring and evaluation.

Qualifications and Experience

The successful applicant must have the following qualifications:

- A relevant post-graduate university degree and/or combination of appropriate experience;
- A minimum of **3 years** experiences in a professional setting related to contract administration or a closely related field;
- Proven planning, management and reporting skills;
- Knowledge of desktop computer use and word processing programs.
- Ability to participate in a team and effective problem solving.
- Excellent communication skills, written and spoken, in Khmer and English;
- Not a serving government employee.

Job Description

Position:	LASED II National Financial Adviser
Project Title:	Land Allocation for Social and Economic Development (LASED II)
Budget Line:	
Duty Station:	Phnom Penh
Duration:	One year (with annual performance review)
Basis:	Individual Consultancy Contract
Employer:	NCDDDS

General:

The National Committee for Sub-National Democratic Development, transformed from National Committee for Decentralization and Deconcentration Reforms, has been established in 2008 to lead and manage the D&D reforms. In order to comprehensively lead the D&D reforms, the 10-year-National Program on Sub-National Democratic Development (NP-SNDD) 2010-2019 was developed with the goals to 1.) Create a culture of local participatory democracy, accountable to the citizens; 2.) Improve public services and infrastructures; 3.) Bring about social and economic development 4.)Contribute to poverty reduction. Moreover, NP-SNDD will provide an opportunity to establish a new sub-national government system that embodies the main tenets of good governance, including accountability, adherence to the rule of law, transparency, participation, equity, inclusiveness, responsiveness, efficiency and effectiveness.

In respect to the above mentioned goals, NCDDDS and GSSLC have cooperatively harmonized land reform focusing on local social land concession through the Land Allocation for Social and Economic Development (LASED) Project into PN-SNDD and jointly implemented the project.

LASED Project was initiated in mid-2008 to develop and pilot test the systems, procedures, tools and capacities for pro-poor land distribution through the government's Commune-Based Social Land Concessions (SLC) Program, and through practical implementation, allocated/awarded some 10,000 hectares to around 3,000 landless or land-poor households. This aimed to operationalize the Sub Decree No. 19 of 2003 on SLCs through a technically and administratively robust system based on transparency and the rule of law. The LASED II project works in the five target provinces, 7 districts, 12 Communes, 14 sites in the target provinces of Kratie, Tbong Khmom (previously Kampong Cham), Kampong Thom, Kampong Chhnang and Kampong Speu. There are supporting from some NGOs such as LWD, Habitat for Humanity Cambodia, GIZ and Watthanakpheap.

The same to LASED, The Land Allocation and Economic and Social Development Project (LASED II) is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute land to the landless and land-poor households through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. The LASED II project development objective (PDO) is to help improve access to agriculture resources and selected infrastructure and social services in project communities.

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Royal Government of Cambodia;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II are the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Use, Urban Planning and Construction (MLUMPC), National Committee for Sub National Democratic Development Secretariat (NCDDS) located in Ministry of Interior (MOI) and Ministry of Agriculture Forestry and Fishery (MAFF). NCDDS undertakes responsibility for operational aspects of LASED II at the sub-national level including contract administration, financial management and operational monitoring and evaluation, as well as for overseeing implementation within the framework of deconcentration and decentralisation reforms. On 18th December 2007 LASED II Focal Group was established within NCDDS by Decision of the Deputy Prime Minister and Minister of the Interior. The LASED II Focal Group is under overall supervision NCDDS.

These responsibilities include:

- Overall project financial management;
- Overall procurement;
- Contract administration;
- Monitoring and evaluation;
- Preparation of Annual Work-Plans and Budgets; and
- Preparation of Annual Reports.

The NCDD nominates the LASED II Project Coordinator and Project Director with full authority to oversee and coordinate the discharge of Head of NCDDS responsibilities with respect to execution of the LASED II Annual Work-Plan and Budget.

The **LASED II National Financial Adviser** works closely with the LASED II teams at, NCDDS GSSLC,GDA to monitor, advise on and assist with discharge of NCDDS.

Post Supervision

The LASED II National Financial Adviser works under the overall supervision of the LASED II Chief of Finance Unit/Project Coordinator and Project Director.

Liaison and Cooperation

The LASED II National Financial Advisor closely cooperates with international and national advisers attached to GSSLC, particularly the advisory team of the Partnership to Support CLP on land policy. The intention is that all GSSLC advisers share information, coordinate their activities and generally act as a coherent team to support GSSLC and GDA. The LASED-GSSLC National Operations Adviser will also liaise and cooperate with international and national advisers tasked to support LASED II implementation through GSSLCGDA at sub-national level.

Definition of Duties

The key role of the LASED II National Financial Adviser is to advise and assist the LASED II Project Coordinator in all aspects of his duties related to implementation of LASED II.

Specifically, the LASED II National Financial Adviser will:

Objectives

The LASED II Financial Adviser will assist and provide direct support to the LASED II Chief of Finance Unit who is a member of the LASED II Focal Group and works within Administration and Finance Division of NCDDS. The LASED II Financial Adviser will be tasked with the responsibility working closely to support the LASED II Chief of Finance Unit who is responsible for assisting in fulfilling all aspects of project accounting and financial reporting including maintaining proper books of accounts on the computerized accounting system, managing all bank accounts and petty cash transactions and ensuring the reimbursement requests

are reviewed and processed on a timely basis for eligible expenditures, timely submission of withdrawal application for replenishment from the World Bank, safeguard of Project's assets, facilitate both internal and external audits of the project³⁰.

Implementation Arrangements

The LASED II Financial Adviser will report to the Chief of Finance Unit on day-to-day operational issues and will also be guided by the Project Coordinator of LASED³¹. The Services are expected to continue through approximately 12 months, with possible extension based on the annual performance review and on the project work programs. The Adviser will be based in an office of LASED II Office in Phnom Penh.

Scope of Works

The LASED II Financial Adviser will assist and support the Chief of Finance Unit and Project Coordinator of NCDDDS³²:

- Ensure that NCDDDS applies appropriate direct payment procedures against payment requests of Provincial Administration for LASED II funds under direct management by the NCDDDS and committed against the national NCDDDS budget and implementation contracts with Ministries.
- Assist and train as necessary officials of the implementing agency(ies) in the proper procedures for budgeting, disbursement, payment requests, liquidation of advances and financial reporting.
- Help ensure that all procedures under the LASED II Project are consistent with national policy and the WB.
- Assist in the preparation of Annual Work Plan and Budget (AWPB) specific to NCDDDS and disbursement projection.
- Assist in consolidating the AWPB from both NCDDDS and GSSLC.
- Assist the Finance Officer to carry out monitoring visits to provinces to ensure that financial management procedures are properly understood and being performed and to identify areas where additional training is required.
- Assist the Chief of Finance Unit to review the financial reports submitted against all implementation agreements with consultants and service providers, and ensure that information is properly recorded in the financial information system.
- Assist in preparation of consolidated financial statements for contributions under the authority of the NCDDDS. It includes consolidating quarterly budget and financial data submitted by the provincial accountants
- Assist in the maintenance of proper books of accounts on the computerized accounting system and management of all bank accounts.
- Assist the Finance Officer in preparing a monthly and other work-plans, and reports as required.
- Coordinate reimbursement requests from provinces.
- Review reimbursement requests for funding eligibility as per criteria stated in the Project Implementation Manual of IDA.
- Assist in preparation of Withdrawal Applications together with the relevant supporting documentation including Statements of Expenditures, and follow up the disbursement status.
- Assist in preparation of consolidated quarterly Interim (Unaudited) Financial Reports (IFRs) and monthly bank reconciliation statement and comparisons actual with budgeted data for both NCDDDS and GSSLC.
- Ensuring that the project complies at all times with the project financial management procedures as set out in the Project Implementation Manual and DCA, review/recommend to update for further improvement of the manual when and where appropriate.

³⁰ Please refer Project Financial Management to the Financial Management session of LASED's PIM (page 54-57)

³¹ The Project Coordinator's term of reference detailed in the LASED PIM (page 40, paragraph E2.6).

³² Please also refer to footnote 1 above too.

- Ensuring the maintenance of supporting documentation in proper order and form for the project expenditures.
- Provide training as may be needed to the accountants at the provincial accounts.
- Assist the Finance Officer coordinates with IP3 financial advisers and PA FU staff in each province on both internal and external audit/documentation review of eligible IDA funded expenditure.
- Work closely with the Finance Officer to assist the FU Chief in banking activities.
- Perform other task as required by the Finance Officer and the FU Chief.
- Capacity building and M&E such as provide formal on-the-job-trainings to national and sub-national financial level staffs.
- PIM refresher on financial management part to sub-national level staffs.
- Provide guidance on financial management to national and sub-national to enable them to successfully carry out procurement activities e.g. contract registers, payment process, etc.
- Provide instruction to both national and sub-national level staffs to conduct internal reviews/audits of the NCDDDS finance system and internal audit.
- Monitor contract and support office operation budgets.
- Review the existing procedures and system of the project, identify gaps, shortcoming.
- Recommend specific improvement to increase efficiency.
- Provide assistance in preparation of project ending financial reports.
- Coordinate with LASED II Finance Officer to proceed with the task of monthly declaration for withholding tax.
- Provide assistance in preparation and presentation to financial management working program of LASED NCDD and GSSLC, MEF, the WB, DPs, and other agencies related to the project's implementations on overall financial and accounting issues.
- Assist to review and give necessary advices and comments on the accounting, financial, and internal audit procedures and policies with other consultants which have been accepted as current practice using by LASED/NCDDDS.
- Coordinate with LASED II Chief of Finance Unit to prepare monthly financial report for 6 Target Provinces.

Additional Tasks:

1. Assist Finance Officer of GSSLC in Financial Management matter
2. Provide technical support in preparation financial report of KPC and KPT
3. Coordinate with other advisors and relevant officers in preparation of project end reports.

Qualifications and Experience

The successful applicant must have the following qualifications:

- A relevant university degree and/or combination of appropriate experience in financial management/accounting.
- At least 5 years of work experience in financial management issues (preferable with donors funded projects, WB, ADB, or UN Agency).
- Familiarity with RGC, SOP and FMM.
- Knowledge of EXCEL, ACCPAC, Peachtree, word processing, and willingness to learn computerized accounting system.
- Ability to work independently and provide training
- Demonstrated ability to consult and work cooperatively with others.

Job Description

Position:	LASED II National Agriculture and Rural Community Development Adviser
Project Title:	Land Allocation for Social and Economic Development (LASED II)
Budget Line:	
Duty Station:	Phnom Penh
Duration:	One year (with annual performance review)
Basis:	Individual Consultancy Contract
Employer:	NCDD

General:

Under the overall authority of the National Committee for Management of Decentralization and Deconcentration Reforms (NCDD), the NCDD Secretariat (NCDDS) is responsible for execution of the NCDD Program, 2007-2009. The NCDDS is under the overall management of the Director General of the Directorate of Local Administration of the Ministry of Interior. NCDDS has a Program Support Team (PST) which has 4 units: The Program Administration Unit (PAU), the Financial Unit (FU), the M&E/Information Unit (M&EIU), and the Contract Administration/ Project Coordination Units.

The Land Allocation and Economic and Social Development Project (LASED II) is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. The objectives of LASED II are to:

- Distribute state land suitable for agriculture, together with appropriate support services to qualified landless and land-poor households; and
- Introduce and implement a transparent and standardized process for expanded implementation of locally initiated social land concessions.

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.
-

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Use, Urban Planning and Construction (MLUMPC). Under a Memorandum of Understanding signed between MLUMPC and MoI on 24th August 2007, NCDDS undertakes responsibility for execution of the LASED II Annual Work-Plan and Budget, except for those activities that are the direct responsibility of the GSSLC. NCDD manages and reports on funds for all sub-national operations of LASED II through contracts with Provincial Rural Development Committees and their Executive Committees (PA). NCDD oversees, monitors and reports on operational aspects of LASED II at the sub-national level including contract administration, financial management and operational monitoring and evaluation and oversees implementation within the framework of deconcentration and decentralization reforms. Therefore, following the authorization of the Annual Work-Plan and Budget by the Project Director (GSSLC), NCDD does not require GSSLC authorization for decisions relating to expenditures or activities that are approved in the LASED II Annual Work-Plan and Budget.

NCDD delegates most operational responsibilities to the Executive Committee of the Provincial Rural Development Committee (PA) in the participating provinces. PA is chaired by the Provincial Governor and its day to day work is coordinated by the Permanent Member. PA has four functional units:

- Finance Unit;
- Contract Administration Unit;
- Local Administration Unit; and the
- Technical Support Unit;

Through which the responsibilities for LASED II will be discharged. These responsibilities comprise:

- Implementation of the LASED II project at the Provincial/Municipal level through sub-contracts with the Provincial Land Use Allocation Committee (PLUAC), the District Working Groups, the Commune Councils and other state agencies;
- Direct or oversight responsibility for all project administration and financial management tasks; and
- Assistance to the Commune Councils through the Local Administration Unit, the Technical Support Unit and the District Working Groups.

The **LASED II National Agriculture and Rural Community Development Adviser** works closely with the Permanent Member of PA to monitor, advise on and assist with discharge of PA responsibilities with respect to LASED II.

- Read, understand and advise GSSLC, NCDD, GDA on the interpretation of the LASED logical framework, the LASED Project Implementation Manual and the LASED Project Cost Tables;
- Assist the Project Director, Coordinator and International Adviser to monitor all aspects of LASED implementation, identify issues, suggest resolution, and take follow-up action as required;
- Support LASED management with all operational matters including missions arrangement, evaluations and report preparation, policy development, and program management;
- Assist GSSLC in liaison with monitoring missions of IDA.
- Coordinate and participate in the project management meetings,
- Assist project to evaluate the efficiency and effectiveness of LASED operations. Facilitate the reviews of project working procedures and provide input for improvement when needed.
- Coordinate and provide input to annual project staff reviews.
- Provide input to the project management on the performance of the provincial levels.
- Provide coaching and support on project operation to the provincial teams, including make regular visits to LASED provinces and social land concession sites to monitor progress and to maintain dialogue with Provincial Administration;
- Assist the project in the preparation of the LASED Annual Work-plan and Budget (AWPB) including coordination to obtain input from the NCDDs and other relevant stakeholders, review the draft AWPB, comment on its consistency with the LASED logical framework, Project Implementation Manual and Project Cost Tables;
- Assist in the coordination of project implementation to ensure harmonization with NCDD strategies and procedures, and with overall RGC regulations.
- Assist in ensuring that all contracts and agreements are implemented in accordance with the required systems and procedures.
- Perform formal and informal monitoring on the progress of AWPB implementation, including collecting the progress reports from all relevant project units and consolidate into a project report.
- Keep recording the progressive achievement of the project in M&E database and updating M&E database on project progressive activities and achievement in target communes by LASED implementer, WP, GIZ and other stakeholder;

- Close work and support the International M&E adviser on M&E indicators and Result Measurement Framework;
- Facilitate and provide technical assistance on HH data collection survey;
- Regular field monitor to target province for speeding up the project activities;
- Coordinate with national and sub-national levels on survey and study of new SLC communes upon required by the project.

Communication strategy

1. Assist communication unit at national and sub-national teams for keep recording the project achievement and output for printing and distributing to implementation agencies, land beneficiaries and relevant agency at national and sub-national level;
2. Assist communication unit in design the IEC material development such as leaflets, posters, comic book, billboard and brochure for printing and distribute to land beneficiaries and relevant stakeholders;
3. Assist communication unit in conduct the case study and land recipient profile for highlighting the project achievement;

Job Description

Position:	LASED II Provincial Operations Adviser
Project Title:	Land Allocation for Social and Economic Development (LASED II)
Budget Line:	
Duty Station:	Phnom Penh
Duration:	One year (with annual performance review)
Basis:	Individual Consultancy Contract
Employer:	NCDD

General:

Under the overall authority of the National Committee for Management of Decentralization and Deconcentration Reforms (NCDD), the NCDD Secretariat (NCDDS) is responsible for execution of the NCDD Programme, 2007-2009. The NCDDS is under the overall management of the Director General of the Directorate of Local Administration of the Ministry of Interior. NCDDS has a Programme Support Team (PST) which has 4 units: The Programme Administration Unit (PAU), the Financial Unit (FU), the M&E/Information Unit (M&EIU), and the Contract Administration/ Project Coordination Units.

The Land Allocation and Economic and Social Development Project (LASED II) is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. The objectives of LASED II are to:

- Distribute state land suitable for agriculture, together with appropriate support services to qualified landless and land-poor households; and
- Introduce and implement a transparent and standardized process for expanded implementation of locally initiated social land concessions.

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Use, Urban Planning and Construction (MLUMPC). Under a Memorandum of Understanding signed between MLUMPC and MoI on 24th August 2007, NCDDS undertakes responsibility for execution of the LASED II Annual Work-Plan and Budget, except for those activities that are the direct responsibility of the GSSLC. NCDD manages and reports on funds for all sub-national operations of LASED II through contracts with Provincial Rural Development Committees and their Executive Committees (PA). NCDD oversees, monitors and reports on operational aspects of LASED II at the sub-national level including contract administration, financial management and operational monitoring and evaluation and oversees implementation within the framework of deconcentration and decentralisation reforms. Therefore, following the authorization of the Annual Work-Plan and Budget by the Project Director (GSSLC), NCDD does not require GSSLC authorization for decisions relating to expenditures or activities that are approved in the LASED II Annual Work-Plan and Budget.

NCDD delegates most operational responsibilities to the Executive Committee of the Provincial Rural Development Committee (PA) in the participating provinces. PA is chaired by the Provincial Governor and its day to day work is coordinated by the Permanent Member. PA has four functional units:

- Finance Unit;
- Contract Administration Unit;
- Local Administration Unit; and the
- Technical Support Unit;

Through which the responsibilities for LASED II will be discharged. These responsibilities comprise:

- Implementation of the LASED II project at the Provincial/Municipal level through sub-contracts with the Provincial Land Use Allocation Committee (PLUAC), the District Working Groups, the Commune Councils and other state agencies;
- Direct or oversight responsibility for all project administration and financial management tasks; and
- Assistance to the Commune Councils through the Local Administration Unit, the Technical Support Unit and the District Working Groups.

The **LASED II Provincial Operations Adviser** works closely with the Permanent Member of PA to monitor, advise on and assist with discharge of PA responsibilities with respect to LASED II.

Post Supervision

The LASED II Provincial Operations Adviser works under the overall supervision of the Director-General of the Directorate of Local Administration of the Ministry of Interior. The LASED II Provincial Operations Adviser will work as a member of the advisory team attached to PA and his or her day-to-day activities will be coordinated by the Provincial Project Management Adviser (PPMA) of IP3 Advisory Team.

Liaison and Cooperation

The LASED II Provincial Operations Adviser advises and assists the Permanent Member of PALASED II Project Coordinator on all aspects of PA responsibilities related to LASED II. The LASED II Provincial Operations Adviser also cooperates closely with the IP3 Provincial Advisory Team and with advisers attached to PLUAC.

The LASED II Provincial Operations Adviser is assisted in his or her duties by the LASED II International Operations Adviser and the LASED II National Operations Adviser.

Definition of Duties

The LASED II Provincial Operations Adviser advises and assists the Permanent Member of PA on all matters relating to PA responsibilities for implementation of LASED II.

Specifically, the LASED II Provincial Operations Adviser will:

- Read, understand and advise PA on the interpretation of the LASED II Project Implementation Manual;
- Assist PA to draft and consolidate the LASED II Annual Work-Plan and Budget, and review for consistency with LASED II logical framework, Project Implementation Manual and Project Cost Tables;
- Assist the Contract Administration Unit to prepare sub-contracts for implementation of LASED II activities;
- Assist the Contract Administration Unit to monitor the physical implementation of sub-contacts and to evaluate the efficiency and effectiveness of LASED II operations;

- Support the District Working Groups to assist the Commune Councils to implement Component 2 of LASED II (Rural Infrastructure and Services); in particular: (i) negotiation of contracts for implementation of LASED II Component 2 activities by State agencies, and follow-up monitoring of implementation; (ii) preparation of tender documents, procurement and contract supervision of contracts with private sector contractors, suppliers and service providers.

Qualifications Required

The qualifications required for the post of LASED II Provincial Operations Adviser are as follows:

- A degree-level qualification (Master's preferred) in a discipline relevant to project management or to rural development;
- At least five years progressive experience in implementation of projects in areas related to rural development or rural land policy;
- Understanding of rural land rights issues;
- Understanding of procurement principles and procedures;
- Understanding of monitoring and evaluation principles and procedures;
- Good written and spoken English;
- Good standard of written Khmer;
- Cambodian nationality; and
- Willingness and ability to travel in difficult conditions.

Job Description

Position:	LASED II-GDA General Director
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GDA, MAFF, Phnom Penh
Duration:	One year (with annual performance review)

General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Directorate for Agriculture (GDA), the GDA is responsible for implementing the LASED II. GDA is under the overall management of Ministry of Agriculture, Forestry and Fishery (MAFF).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GDA undertakes responsibility for operational aspects of LASED II at the sub-national level including agriculture technology and services, market linkage and operational monitoring and evaluation.

The **LASED II-GDA General Director** is responsible for the overall implementation of LASED II project in facilitation and coordination with GSSLC and NCDSS.

Post Supervision:

The **LASED II-GDA General Director** is under the direct supervision of the MAFF.

Specific Tasks: Specifically the **LASED II-GDA General Director** will:

- Responsible for the management and administration of the project and LASED II-GDA Team;
- Approves all expenditures within delegated authority in LASED II-GDA;
- Ensures that implementation tasks and responsibilities are carried out on time, within budget, and in accordance with the LASED II's principles;

- Ensures that the Service Providers (PDAs and NGOs) coordinate effectively with LASED II-GDA and deliver their services in timely manner within the established guidelines and procedures;
- Ensures proper financial management of the project as per SOP, FMM and project guidelines/manuals;
- Guide the Annual Work Plan and Budgeting process and make final submission for approval to the MAFF, MLMUPC and MoI;
- Oversee the management of GDA account (Advance Bank Account) and financial procedures specifically under LASED II Project;
- Ensure that civic engagement and gender mainstreaming issues are effectively covered;
- Oversee delivery of training and capacity building under the LASED II Project;
- Oversee monitoring and evaluation of LASED II Project activities;
- Participate in contract negotiation between LASED II-GDA and Service Providers as a member of Procurement Review Committee (PRC);
- Regularly monitors project performance and initiates actions to address variations to plans;
- Ensures that all LASED II-GDA members coordinate effectively in achieving the tasks.
- Ensure compliance with agreements between RGC and IDA concerning LASED II operations.

Job Description

Position:	LASED II- GDA National Project coordinator (TMU: Technical Management Unit)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GDA, MAFF, Phnom Penh
Duration:	One year (with annual performance review)

General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Directorate for Agriculture (GDA), the GDA is responsible for implementing the LASED II. GDA is under the overall management of Ministry of Agriculture, Forestry and Fishery (MAFF).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GDA undertakes responsibility for operational aspects of LASED II at the sub-national level including agriculture technology and services, market linkage and operational monitoring and evaluation.

The **LASED II-GDA General Director** is responsible for the overall implementation of LASED II project in facilitation and coordination with GSSLC and NCDDDS.

Post Supervision:

The **LASED II-GDA General Director** is under the direct supervision of the MAFF.

Specific Tasks: Specifically the **LASED II-- GDA National Project coordinator** will:

- Responsible for the management and administration of the project.
- Endorse and sign contracts and other important project documents within thresholds specified by the project document.
- Approves all expenditures within delegated authority in national Team.
- Ensures that implementation tasks and responsibilities are carried out on time, within budget, and in accordance with the basic principles of good governance.

- Ensures that the Service Providers (PDAs, SLC center) coordinate effectively with National team and deliver their services in timely manner within the established guidelines and procedures.
- Ensures proper financial management of the project as per SOP, FMM and PM.
- Participate in contract negotiation between TMU and Service Providers as a member of Procurement Review Committee (PRC).
- Regularly monitors project performance and initiates actions to address variations to plans.
- Ensures that all TMU members coordinate effectively in achieving the tasks.

Job Description

Position:	LASED II Deputy Project Director (Deputy Head)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GDA, MAFF, Phnom Penh
Duration:	One year (with annual performance review)

General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Directorate for Agriculture (GDA), the GDA is responsible for implementing the LASED II. GDA is under the overall management of Ministry of Agriculture, Forestry and Fishery (MAFF).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GDA undertakes responsibility for operational aspects of LASED II at the sub-national level including agriculture technology and services, market linkage and operational monitoring and evaluation.

The **LASED II-GDA General Director** is responsible for the overall implementation of LASED II project in facilitation and coordination with GSSLC and NCCDS.

Post Supervision:

The **LASED II-GDA General Director** is under the direct supervision of the MAFF.

Specific Tasks: Specifically the **LASED II-- Deputy Project Director (Deputy Head)** will:

- Responsible for the day to day activities of project implementation.
- Ensures that project objectives and goals are realized on time and within budget.
- Conduct provincial missions as necessary to monitor and follow up the implementation of PDAs including AEA, TOT, Trainings, FFS and Demo, etc.
- Advises PDAs to implement their activities effectively and in timely manner.
- Approve expenditure within delegated authority.
- Responsible for the employment and management of TMU's staff and supporting staff
- Maintain effective channels of communication with all stakeholders.

- Ensures that all reports, papers and other information are made available in an orderly and timely manner.
- Review and endorse the quarterly progress reports submitted by the Service Providers.
- Ensures that monitoring and evaluation activities generate the information necessary to support project management.
- Receives instructions from, and reports directly, to the National Project Director.

Job Description

Position:	LASED II Administration and Finance Officer
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GDA, MAFF, Phnom Penh
Duration:	One year (with annual performance review)

General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Directorate for Agriculture (GDA), the GDA is responsible for implementing the LASED II. GDA is under the overall management of Ministry of Agriculture, Forestry and Fishery (MAFF).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GDA undertakes responsibility for operational aspects of LASED II at the sub-national level including agriculture technology and services, market linkage and operational monitoring and evaluation.

The **LASED II-GDA General Director** is responsible for the overall implementation of LASED II project in facilitation and coordination with GSSLC and NCCDS.

Post Supervision:

The **LASED II-GDA General Director** is under the direct supervision of the MAFF.

Specific Tasks: Specifically the **LASED II-- Administration and Finance Officer** will:

- Responsible for managing and administering the financial affairs of the project in accordance with SOP, FMM and PM.
- Establishes and maintains the different budgets for the project.
- Prepare budget proposal in AWPB to submit to MEF for approval.
- Monitor all expenditures in project Sub-Designated Account.
- Maintain proper internal controls within the financial operations of the project, particularly for bank accounts and cash advances.
- Supervises the management and administration of all financial transactions in TMU.

- Review and endorse all financial reports of PDAs
- Approve expenditure within delegated authority.
- Prepare financial statements and reports for audit and facilitate the conduct of audits of the project.
- Carries out any other financial and accounting duties and responsibilities assigned by the National Project Director.
- Receives instructions from, and reports directly to, the National Project Director.

Job Description

Position:	LASED II Farming System Officer
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GDA, MAFF, Phnom Penh
Duration:	One year (with annual performance review)

General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Directorate for Agriculture (GDA), the GDA is responsible for implementing the LASED II. GDA is under the overall management of Ministry of Agriculture, Forestry and Fishery (MAFF).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GDA undertakes responsibility for operational aspects of LASED II at the sub-national level including agriculture technology and services, market linkage and operational monitoring and evaluation.

The **LASED II-GDA General Director** is responsible for the overall implementation of LASED II project in facilitation and coordination with GSSLC and NCCDS.

Post Supervision:

The **LASED II-GDA General Director** is under the direct supervision of the MAFF.

Specific Tasks: Specifically the **LASED II-- Farming System Officer** will:

- Provide support to Technical Management Unit (TMU) in the implementing the planned activities in the Component B and C.
- Provide support to Provincial Department of Agriculture (PDA) and Agriculture Advisor at provincial and sub-national level in the implementing their planned activities.
- Provide support to TMU and PDAs to ensure that all planned activities related to the subjects are implemented and achieved according to target output and planned schedule.
- Provide various technical and other supports including follow up support to PDAs in Farming System Improvement, Trainings, Farmer Field Schools and demonstrations.

- Participate and provide technical support in conducting trainings for trainers.
- Provide support in the preparation, compiling and reviewing of TMU and PDAs Inception Report, Progress Reports, Final Project Report, other reports and Result-Based and Performance Measurement Framework (RBPMF).
- Provide support to TMU and PDAs in the preparation of work plan and budget.
- Report to TMU's National Project Director

Job Description

Position:	LASED II Agriculture Extension Officer
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Duty Station:	LASEDII/GDA, MAFF, Phnom Penh
Duration:	One year (with annual performance review)

General:

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. Under the overall authority of the General Directorate for Agriculture (GDA), the GDA is responsible for implementing the LASED II. GDA is under the overall management of Ministry of Agriculture, Forestry and Fishery (MAFF).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GDA undertakes responsibility for operational aspects of LASED II at the sub-national level including agriculture technology and services, market linkage and operational monitoring and evaluation.

The **LASED II-GDA General Director** is responsible for the overall implementation of LASED II project in facilitation and coordination with GSSLC and NCCDS.

Post Supervision:

The **LASED II-GDA General Director** is under the direct supervision of the MAFF.

Specific Tasks: Specifically the **LASED II-- Agriculture Extension Officer** will:

- Provide various technical and other supports in agriculture extension trainings and methodology, set up farmer groups and farmer 'organization (farmer cooperative), conduct Agro-Ecosystem Analysis and other surveys in the subproject areas.
- Participate and provide support in conducting trainings for trainers.
- Provide support in the preparation, compiling and reviewing of TMU and PDAs Inception Report, Progress Reports, Final Project Report, other reports and Result-Based and Performance Measurement Framework (RBPMF).
- Provide support to TMU and PDAs in the preparation of work plan and budget.

Job Description

Position: Provincial Manager
Project Title: Land Allocation for Social and Economic Development II (LASED II) Project
Budget Line:
Duty Station: PLUAC/SLMC
Duration: One year (with annual performance review)

a. General:

Decentralization and Deconcentration Reform Policy is under the overall authority and management of the National Committee for Sub-national Democratic Development (NCDD). The Programme Support Team of the NCDD Secretariat is responsible for programme execution. The Provincial Administration, chaired by the Provincial Governor, is responsible for the management of this task at the provincial level. The Provincial Governor has established a Provincial Land Use and Allocation Committee (PLUAC), and Provincial State Land Management Committee (SLMC) to execute the annual work plan and budget and the day-to-day work of the LASED II Project to fulfil its executive responsibilities in implementing the annual work plan and budget.

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. LASED II implements by 3 national teams (GSSLC, NCDDS and GDA) and sub-national team (provincial, district and commune levels) including Provincial Land Use and Allocation Committee (PLUAC), Provincial Administration (PA), District Working Group (DWG) and Commune Councils (CCs).

The Provincial Land Use and Allocation Committee is the Provincial social land concession policy making body and shall have the following duties and tasks:

- Assure the standards for land classification and land use planning.
- Identify the state public land and state private land.
- Review and rationalize the amount of available land to the needs of the target land recipient in every district of each province.
- Review and assess land use plans and social land concession plans proposed by the CCs
- Approve land classification, land use plans, and decisions about state land allocation at the provincial level.
- Assist the commune council to develop land use plans and land classifications.
- Approve, refuse or modify social land concession plans proposed by the CCs.
- Submit social land concession plans and approvals of social land concession plans for review of the National Social Land Concession Committee.
- Coordinate with various ministries on general land use planning for development.
- Cooperate with the de-mining authority for the areas with landmines.

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project

The **Provincial Manager** is a staff member of PLUAC/SLMC with responsibility to assist the Provincial Governor in supporting implementation of LASED II. He/she will do this directly through support, advice and assistance to the District Working Group and the Commune Council.

Post Supervision

The Provincial Manager works under the direct supervision of the Provincial Governor.

Technical Cooperation

The Provincial Manager receives support from GSSLC and NCDDS.

Specific Tasks

1. Provide management of the staff assigned to the PLUAC Technical Secretariat and ensure the implementation of their responsibilities in LASED II implementation;
2. Assist and support the Governor and PLUAC on promotion of Commune participation in the social land concession process and advocate the distribution of state private land to the landless and land-poor through social land concessions;
3. Working closely with PLUAC and Provincial Administration, ensure coordination of provincial support to LASED II in the province with relevant line departments;
4. Assist relevant districts in strengthening and promoting DWG to support preparation of approved commune SLC proposals;
5. Ensure effective coordination with PRDC PA;
6. Report to and respond to requests from GSSLC and NCDDS;
7. Provide overall implementation guidance to DWG and Commune Councils on LASED II Project implementation;
8. With guidance from the Provincial Governor, support the work of PLUAC/SLMC in supporting the implementation of technical support to LASED II beneficiaries;
9. Provide information required for the preparation of the Annual Work Plan and Budgeting process, and make final submission for approval to the Provincial Governor;
10. With guidance from the Provincial Governor, oversee the PLUAC/SLMC and DWG on the delivery of training and capacity building under the LASED II Project;
11. Oversee monitoring and evaluation of LASED II Project activities;
12. Responsible for the preparation and timely delivery of activity and financial reports to the Provincial Governor for authorization, and submission to Provincial Administration for consolidation and issuance to NCDDS;
13. Ensure compliance with the LASED II Good Governance Framework;
14. Ensure compliance with agreements between RGC and IDA concerning LASED operations.
15. Facilitate communication between District Working Groups, PLUAC/SLMC and PLUAC Secretariat; and
16. Other tasks as directed by the Chief of PLUAC/SLMC.

Qualifications:

1. Provincial Civil Servant with a relevant educational background from secondary level or higher and combination of appropriate work experiences;
2. Good general numeracy;
3. Good report writing, communication and facilitation skills;
4. Knowledge and field experience related to land management and rural development;
5. Knowledge of planning process;
6. Basic computer skills and knowledge; and
7. Competence in GIS, GPS and other related software programs.

Job Description

Position:	Provincial Agriculture Officer (PAO)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) project
Budget Line:	
Duty Station:	PLUAC/SLMC
Duration:	One year (with annual performance review)

a. General:

Decentralization and Deconcentration Reform Policy is under the overall authority and management of the National Committee for Sub-national Democratic Development (NCDD). The Programme Support Team of the NCDD Secretariat is responsible for programme execution. The Provincial Administration, chaired by the Provincial Governor, is responsible for the management of this task at the provincial level. The Provincial Governor has established a Provincial Land Use and Allocation Committee (PLUAC), and Provincial State Land Management Committee (SLMC) to execute the annual work plan and budget and the day-to-day work of the LASED II Project to fulfil its executive responsibilities in implementing the annual work plan and budget.

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. LASED II implements by 3 national teams (GSSLC, NCDD and GDA) and sub-national team (provincial, district and commune levels) including Provincial Land Use and Allocation Committee (PLUAC), Provincial Administration (PA), District Working Group (DWG) and Commune Councils (CCs).

The Provincial Land Use and Allocation Committee is the Provincial social land concession policy making body and shall have the following duties and tasks:

- Assure the standards for land classification and land use planning.
- Identify the state public land and state private land.
- Review and rationalize the amount of available land to the needs of the target land recipient in every district of each province.
- Review and assess land use plans and social land concession plans proposed by the CCs
- Approve land classification, land use plans, and decisions about state land allocation at the provincial level.
- Assist the commune council to develop land use plans and land classifications.
- Approve, refuse or modify social land concession plans proposed by the CCs.
- Submit social land concession plans and approvals of social land concession plans for review of the National Social Land Concession Committee.
- Coordinate with various ministries on general land use planning for development.
- Cooperate with the de-mining authority for the areas with landmines.

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;

- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project

The **Provincial Agriculture Officer** is a staff of the Provincial Department of Agriculture (PDA) with responsibility to assist the Provincial Manager within PLUAC in supporting implementation of LASED II. He/she will do this directly through support, advice and assistance to the District Working Group and the Commune Councils.

Post Supervision:

The **Provincial Agriculture Officer** is under the direct supervision of the PLUAC/SLMC Provincial Manager.

Specific Tasks

Specifically the **Provincial Agriculture Officer** will:

- Assist the Provincial Manager on issues related to agricultural services, including agronomy, agriculture extension and veterinary services;
- Provide agricultural assessment of commune SLC proposals, interim and final SLC subproject plans as input to PLUAC review and decision process;
- Identify potential public and private agricultural service providers for extension, research, inputs and marketing and processing;
- Work with PRDC PA as needed in assessment of technical specifications for supporting commune procurement of agricultural goods and services;
- Assist the Provincial Manager with coordination of agricultural support from national and provincial agencies including AEA;
- Provide training and capacity building activities to DWG, Commune Council and beneficiary group on agricultural production and marketing issues;
- Assist the Provincial Manger address issues related to post-harvest handling and management; Assist the Provincial Manger in providing support to beneficiaries on integrated agricultural production methods (including the establishment of grain banks and other community based saving programs revolving around agriculture); and
- Coordinate with the Land Management and Rural Development Officers on participatory land use planning process for SLC in LASED II Project area.

Qualifications and Experience

The **PAO** must have the following qualifications:

- A relevant education degree in Agriculture or a related discipline and/or combination of appropriate experience;
- Extensive experience in social and community development, participatory planning and agriculture or in a related field;
- Experience with crop selection, methods of cultivation, soil analysis, and agronomy;
- Working knowledge of key regulations and policies related to Agriculture, land, forestry, water, and environmental law;
- Knowledge and experience of market information and market pricing;

- Experience in post-harvest management;
- Experience with participatory land use planning;
- Hands on experience in farm and crop management;
- Proven planning, management and reporting skills;
- Proven capacity to work in diversified, multidisciplinary teams, and ability to work with various governmental and non-governmental agencies
- Relevant computer skills, demonstrated listening skills in a multi-stakeholder context; and
- Excellent communication and facilitation skills, verbal and written in Khmer and English.

Job Description

Position:	Provincial Target Land Recipient Selection Officer (PTLRSO)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) Project
Budget Line:	
Duty Station:	PLUAC/SLMC
Duration:	One year (with annual performance review)

a. General:

Decentralization and Deconcentration Reform Policy is under the overall authority and management of the National Committee for Sub-national Democratic Development (NCDD). The Programme Support Team of the NCDD Secretariat is responsible for programme execution. The Provincial Administration, chaired by the Provincial Governor, is responsible for the management of this task at the provincial level. The Provincial Governor has established a Provincial Land Use and Allocation Committee (PLUAC), and Provincial State Land Management Committee (SLMC) to execute the annual work plan and budget and the day-to-day work of the LASED II Project to fulfil its executive responsibilities in implementing the annual work plan and budget.

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. LASED II implements by 3 national teams (GSSLC, NCDD and GDA) and sub-national team (provincial, district and commune levels) including Provincial Land Use and Allocation Committee (PLUAC), Provincial Administration (PA), District Working Group (DWG) and Commune Councils (CCs).

The Provincial Land Use and Allocation Committee is the Provincial social land concession policy making body and shall have the following duties and tasks:

- Assure the standards for land classification and land use planning.
- Identify the state public land and state private land.
- Review and rationalize the amount of available land to the needs of the target land recipient in every district of each province.
- Review and assess land use plans and social land concession plans proposed by the CCs
- Approve land classification, land use plans, and decisions about state land allocation at the provincial level.
- Assist the commune council to develop land use plans and land classifications.
- Approve, refuse or modify social land concession plans proposed by the CCs.
- Submit social land concession plans and approvals of social land concession plans for review of the National Social Land Concession Committee.
- Coordinate with various ministries on general land use planning for development.
- Cooperate with the de-mining authority for the areas with landmines.

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;

- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project

The **PTLRSO** is a staff of the Provincial General Secretariat, with responsibility to assist the Provincial Manager in supporting implementation of LASED. He/she will do this directly through support, advice and assistance to the District Working Group and the Commune Council.

Post Supervision:

The **PTLRSO** is under the direct supervision of the PLUAC/SLMC Provincial Manager.

Specific Tasks

Specifically the **PTLRSO** will:

- Assist the Provincial Manager on issues related to land recipient selection procedures;
- Undertake technical review and provide comments to PLUAC of beneficiary selection aspects of proposals, interim plans and final SLC subproject plans submitted by communes for PLUAC approval
- Assist in training and monitoring to ensure transparency, accountability and fairness of the selection process;
- Assist in training and monitoring to ensure the involvement of civic engagement and gender issues;
- Ensure that gender mainstream guidelines are effectively enforced;
- Assist DWGs to support needs assessment to define selection criteria for beneficiary selection, particularly in communes with unique characteristics;
- Assist in training and monitoring to ensure community participation and transparency consistent with LASED II Civic Engagement Framework;
- Assist the Provincial Manger in overseeing complaints and grievance claims and reports, and ensure that timely and effective responses are provided to beneficiaries;
- Assist the Provincial Manger in data collection and management regarding beneficiaries;
- Assist the Provincial Manger in providing training and capacity building activities to DWG, Commune Council, village chief, NGO and Civil Society; and
- Coordinate with the Land Management, Agriculture, and Rural Development Officers on participatory land use planning process for SLC in LASED II Project area.

Qualifications and Experience

The **Beneficiary Selection Specialist** must have the following qualifications:

- Extensive experience social, rural, and community development;
- Experience in census and social classification methods;
- Working knowledge of key regulations and policies related to land, forestry, water, and environmental law;
- Experience in outreach activities;
- Experience with participatory land use planning;
- A relevant education degree and/or combination of appropriate experience;
- Proven planning, management and reporting skills;

- Relevant computer skills; and
- Excellent communication, facilitation and presentation skills, verbal and written.

Job Description

Position:	Provincial Cadastral and Land Management Officer (PCLMO)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) project
Budget Line:	
Duty Station:	PLUAC/SLMC
Duration:	One year (with annual performance review)

a. General:

Decentralization and Deconcentration Reform Policy is under the overall authority and management of the National Committee for Sub-national Democratic Development (NCDD). The Programme Support Team of the NCDD Secretariat is responsible for programme execution. The Provincial Administration, chaired by the Provincial Governor, is responsible for the management of this task at the provincial level. The Provincial Governor has established a Provincial Land Use and Allocation Committee (PLUAC), and Provincial State Land Management Committee (SLMC) to execute the annual work plan and budget and the day-to-day work of the LASED II Project to fulfill its executive responsibilities in implementing the annual work plan and budget.

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. LASED II implements by 3 national teams (GSSLC, NCDD and GDA) and sub-national team (provincial, district and commune levels) including Provincial Land Use and Allocation Committee (PLUAC), Provincial Administration (PA), District Working Group (DWG) and Commune Councils (CCs).

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- Review and rationalize the amount of available land to the needs of the target land recipient in every district of each province.
- Review and assess land use plans and social land concession plans proposed by the CCs
- Approve land classification, land use plans, and decisions about state land allocation at the provincial level.
- Assist the commune council to develop land use plans and land classifications.
- Approve, refuse or modify social land concession plans proposed by the CCs.
- Submit social land concession plans and approvals of social land concession plans for review of the National Social Land Concession Committee.
- Coordinate with various ministries on general land use planning for development.
- Cooperate with the de-mining authority for the areas with landmines.

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- Financing priority productive and social community infrastructures; and
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b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project

The **PCLMO** is a staff of the Provincial Department of Land Management, Urban Planning, Construction and Cadastral (PDLMUPCC) with responsibility to assist the Provincial Manager within PLUAC in supporting implementation of LASED II. He/she will do this directly through support, advice and assistance to the District Working Group and the Commune Council.

Post Supervision:

The **PCLMO** is under the direct supervision of the PLUAC/SLMC Provincial Manager.

Specific Tasks

Specifically the **PCLMO** will:

- Support to PLUAC/SLMC, DWG and Commune Council on overall technical aspects of state private land identification, mapping, classification, surveying, and registration for the LASED II Project;
- Ensure preparation and updating of Provincial Hot Spot Map and its discussion with relevant public, civil society and other stakeholders as well as its dissemination to districts and communes;
- Provide review of commune SLC proposals and interim and final SLC subproject plans on land management aspects for PLUAC review and decision;
- Ensure that environmental and social safeguard elements within the SLC area are effectively addressed;
- Ensure that civic engagement and gender mainstreaming is effectively employed in the management process;
- Provide technical support and guidance on cadastral issues at the Sub-National Level and Commune Council;
- Assist the Provincial Manager with the provisioning of information regarding land availability for the LASED II Project at the Commune level;
- Direct involvement in data management and analysis relevant to GIS information regarding the LASED II Project area including preparation of site maps based on remote imagery for use by communes and districts in SLC planning;
- Assist Provincial Manager on training and support at the Sub-National level and Commune Council on state private land identification, mapping, classification, surveying, and registration procedures;
- Assist in the preparation of report with regards to state private land identification, mapping, classification, surveying, and registration for the LASED Project;
- Conduct relevant field work directly related to the LASED II Project as instructed by the Provincial Manager; and
- Assist in conducting monitoring and evaluation regarding the performance of Sub-National level and Commune Council activities related to state private land identification, mapping, classification, surveying, and registration for the LASED II Project;
- Assist in conducting monitoring and evaluation regarding the performance of Sub-National level and Commune Council activities related to implementation of approved SLC land use plans; and

- Coordinate with the Agriculture and Rural Development Officers on participatory land use planning process for SLC in LASED II Project area.

Qualifications and Experience

The **Cadastral and Land Management** must have the following qualifications:

- A relevant education background in Cadastral and Land Management or a related discipline, and/or combination of appropriate experience;
- Extensive field experience in land identification, mapping, classification, surveying, and registration procedures;
- Total Station, and GPS, other survey equipment and techniques;
- Working knowledge of key regulations and policies related to land, forestry, water, and environmental law;
- Good presentation, communication and facilitation skills, demonstrated listening skills in a multi-stakeholder context;
- Proven planning, management and reporting skills; and
- Proven capacity to work in diversified, multidisciplinary teams, and ability to work with various governmental and non-governmental agencies;
- Working knowledge of computers and related software for GIS.

Job Description

Position:	Provincial Rural Development Officer (PRDO)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) project
Budget Line:	
Duty Station:	PLUAC/SLMC
Duration:	One year (with annual performance review)

a. General:

Decentralization and Deconcentration Reform Policy is under the overall authority and management of the National Committee for Sub-national Democratic Development (NCDD). The Programme Support Team of the NCDD Secretariat is responsible for programme execution. The Provincial Administration, chaired by the Provincial Governor, is responsible for the management of this task at the provincial level. The Provincial Governor has established a Provincial Land Use and Allocation Committee (PLUAC), and Provincial State Land Management Committee (SLMC) to execute the annual work plan and budget and the day-to-day work of the LASED II Project to fulfill its executive responsibilities in implementing the annual work plan and budget.

The LASED II is a project to support the implementation of the Royal Government's Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. LASED II implements by 3 national teams (GSSLC, NCDD and GDA) and sub-national team (provincial, district and commune levels) including Provincial Land Use and Allocation Committee (PLUAC), Provincial Administration (PA), District Working Group (DWG) and Commune Councils (CCs).

The Provincial Land Use and Allocation Committee is the Provincial social land concession policy making body and shall have the following duties and tasks:

- Assure the standards for land classification and land use planning.
- Identify the state public land and state private land.
- Review and rationalize the amount of available land to the needs of the target land recipient in every district of each province.
- Review and assess land use plans and social land concession plans proposed by the CCs
- Approve land classification, land use plans, and decisions about state land allocation at the provincial level.
- Assist the commune council to develop land use plans and land classifications.
- Approve, refuse or modify social land concession plans proposed by the CCs.
- Submit social land concession plans and approvals of social land concession plans for review of the National Social Land Concession Committee.
- Coordinate with various ministries on general land use planning for development.
- Cooperate with the de-mining authority for the areas with landmines.

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;

- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project

The **PRDO** is a staff of the Provincial Department of Rural Development, (PDRD) with responsibility to assist the Provincial Manager within PLUAC in supporting implementation of LASED II. He/she will do this directly through support, advice and assistance to the District Working Group and the Commune Council.

Post Supervision:

The **PRDO** is under the direct supervision of the PLUAC/SLMC Provincial Manager.

Specific Tasks

Specifically the **PRDO** will:

- Assist the Provincial Manager on issues related to rural development planning process;
- Undertake technical review and provide comments to PLUAC on rural development aspects of proposals, interim plans and final SLC subproject plans submitted by communes for PLUAC approval;
- Assist the Provincial Manager on needs assessment to define priorities for Commune Development Plan;
- Assist the Provincial Manger and work with PA in defining required technical support and available public and private service providers for rural infrastructure, including roads, small irrigation systems, market linkage, and other services such as sanitation and health likely to be included in SLC subproject plans;
- Assist the Provincial Manager and PA in providing training and capacity building activities to DWG, Commune Council and beneficiary group;
- Assist the Provincial Manger issues related to supporting the structure of communities in rural areas;
- Ensure the involvement of civic engagement and gender issues;
- Ensure that gender mainstream guidelines are effectively enforced; and
- Coordinate with the Land Management and Agriculture Specialists on support to participatory land use planning process for SLC in LASED II Project area.

Qualifications and Experience

The **Rural Development Specialist** must have the following qualifications:

- A relevant education degree in Rural Development or a related discipline and/or combination of appropriate experience;
- Extensive experience social, community based and rural development or in a related filed;
- Experience with market access issues, delivery of health and education, and other service delivery;
- Working knowledge of key regulations and policies related to land, forestry, water, and environmental law;
- Knowledge and experience of infrastructure planning and management;
- Experience in participatory land use planning;
- Proven planning, management and reporting skills;

- Proven capacity to work in diversified. multidisciplinary teams, and ability to work with various governmental and non-governmental agencies;
- Relevant computer skills; and
- Excellent communication and facilitation skills, verbal and written in Khmer and English, demonstrated listening skills in a multi-stakeholder context.

The Article 8 of Organic Law stipulates that the establishment of Unified Administration at Sub-National Administration refers to the strengthening the unified state administration to coordinate the public administrative activities in their own jurisdiction. Each administration (tier of local government) is required to be institutionalized with the elected councils from varied political parties as the legislative actor, where the board of governors is the executive one implementing the decisions and by-laws issued by the councils.

In the light of this, the provincial administration is deemed to be a legal entity (Article 9, Organic Law) to promote and sustain the democratic development with themes of representation, local autonomy, consultation and participation, responsiveness and accountability, promotion of life quality of the local residents, promotion of equity, transparency and integrity and measures to fight against corruption. It composes five necessary divisions which include Administration Division, Planning and Investment Division, Finance Division, Human Resource Management Division, Inter-Sectoral Division. The roles and responsibilities of provincial administration are as follows:

- Develop provincial five-year-development plans and three year rolling investment programs;
- Prepare the draft annual budget plan and medium expenditure;
- Manage financial works, budget and financial reports of the province;
- Arrange the audits to be conducted properly in accordance with financial procedures;
- Cooperate in feasibility study, preparation of drawings, cost estimation and project proposals for inclusion into the provincial development plan and technical support to the municipalities, districts, communes and Sangkats on the above tasks;
- Review and provide comments on proposed investments and development projects of the private sector and other stakeholders in the jurisdiction of the province;
- Formulate the strategy for capacity development and training to personnel;
- Works related to body and management of personnel under jurisdiction of the provincial council;
- Disseminate of laws and legal frameworks; and monitoring and evaluation on awareness and implementation of laws;
- Cooperate and coordinate on the implementation of functions and duties related to economic activities, improvement of social welfare, tasks related to land, land-use planning, environment, natural resources, parks, management of waste, development of transportation infrastructures and delivery of public services.
- Security, public order and promotion of social safety;
- Promotion of awareness on human rights, respect of human rights and gender
- Perform its tasks in accordance with active laws, legal framework and procedures
- Perform other tasks as assigned by the provincial board of governors.

Position:	Commune Clerk Assistant (CCA)
Project Title:	Land Allocation for Social and Economic Development II (LASED II) project
Budget Line:	
Duty Station:	Commune
Duration:	One year (with annual performance review)
Basis:	Contracted Staff (non-Civil Service Post)

a. General

The LASED II is a project to support the implementation of the Royal Government’s Social Land Concessions (SLC) Program to distribute state private land to the landless and land-poor through social land concessions to improve livelihood of poor households and vulnerable groups through Commune Based Social Land Concession. LASED II implements by 3 national teams (GSSLC, NCCDS and GDA) and sub-national team (provincial, district and commune levels) including Provincial Land Use and Allocation Committee (PLUAC), Provincial Administration (PA), District Working Group (DWG) and Commune Councils (CCs).

The objective of LASED II is to improve access of project beneficiaries to agricultural and other rural resources, infrastructure and services in project communities. The project will be achieved by:

- Strengthening community groups to better identify and prioritize technology and infrastructure investments;
- Financing priority productive and social community infrastructures; and
- Scaling up agricultural and livelihood support activities

b. Implementation of LASED II respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the land reform agenda of the Government;
- Encourage civic engagement;
- Prevent environmental degradation;
- Promote transparency and accountability; and
- Ensure sustainable growth.

The Executing Agency for LASED II is the General Secretariat for Social Land Concessions (GSSLC) based in the Ministry of Land Management, Urban Planning and Construction (MLMUPC). Under a Memorandum of Understanding signed between MLMUPC, MoI and MAFF on xxx, GSSLC responsible for the overall coordination, capacity building and management and monitoring and evaluation of project

The CCA is responsible to assist the Commune Chief and the Commune Clerk to carry out administrative work related to planning and implementing a social land concession.

Specific Tasks

- Prepare, support and record the outcome of meetings of the Commune Social Land Concession Committee;
- Assist the Commune Clerk to fill in the Commune Social Land Concession Work Book;
- Assist the Commune Clerk to maintain complete and orderly file records of all matters related to the Commune Land Concession process;
- Assist in the State Land Identification, Mapping and Registration process as required;
- Assist in the Land Recipient Selection process as required;

- Assist in administrative tasks related to preparation and implementation of the Rural Infrastructure and Services Plan in support of Social Land Concessions;
- Coordinate with community development Facilitator (CDF), Agriculture Extension Worker (AEW), line departments and other CSOs in implementation project activities at commune level;
- Assist commune councillors in prepare progress report by monthly, quarterly, semester and annually for DWG and provincial team;.

Qualification

- Resident of the commune or nearby;
- Not a Commune Councillor or state employee;
- Good level of literacy and numeracy;
- Good reputation for honesty and integrity;
- Fit, healthy and able to travel when required;
- May be either a woman or a man.

**ANNEX 13J KEY ROLES AND RESPONSIBILITIES OF PROVINCIAL LEVEL TRAINERS/TRAINING TEAMS
AND OTHER SERVICE PROVIDERS**

The project will involve sub-national level trainers and service providers to provide training and capacity building services to the project beneficiaries. These sub-national level trainers and service providers will include, but not be limited to, PDAs, DOAs, NGOs, agro-input suppliers/firms, traders/collectors, Community Development Facilitators, and community agribusiness facilitators.

Certain staff members of PDAs and DOAs will be identified and engaged by the MTT for the project. Their tasks will include:

- (a) Providing inputs to agriculture-related baseline studies;
- (b) Participating in TOT training activities delivered by the MTT;
- (c) Participating in AEAs, and agricultural land suitability studies;
- (d) Providing FFS, FBS and FMS to VEWs/VAHWs where and when no private sector service providers (i.e. NGOs, agro-input suppliers, traders/collectors) exist;
- (e) Providing certain services within the FFS, FBS and FMS packages to VEWs/VAHWs when and where private sector service providers cannot offer;
- (f) Providing technical inputs to the development of the TORs of CAFs and/or CDFs;
- (g) Providing regular technical backstopping to VEWs/VAHWs, CAFs and CDFs;
- (h) Working with and/or supporting VEWs/VAHWs to develop and implement plans for model plots;
- (i) Promoting and raising awareness of the establishment of Farmer Organizations (FOs) (i.e. producer organizations, processing groups, agricultural marketing groups, rice banks, savings and credit / revolving fund groups, etc.);
- (j) Coordinating, supporting and facilitating the establishment of FOs (i.e. producer organizations, processing groups, agricultural marketing groups, rice banks, savings and credit / revolving fund groups, etc.) in absence of private service providers;
- (k) Providing back up and support to FBS, FMS and FFS;
- (l) Registering and supporting agricultural cooperatives;
- (m) Implementing farmer feedback system;
- (n) Providing inputs to agricultural sub-component performance monitoring and review;
- (o) Providing inputs to the development of technical specifications for service packages to be delivered by sub-national trainers;
- (p) Ensuring technical compliance of training services by private service providers at the behest of the GDA and the MTT;
- (q) Conducting supervision, monitoring and quality control over service provided by private service providers, VEWs/VAHWs, CAFs and CDFs; and
- (r) Performing other capacity-building-related tasks for the project as instructed by the GDA and the MTT.

Provincially based local NGOs, national and local input suppliers, traders/collectors, MFIs and the like, will be identified and involved by the project and the MTT for the project extension service delivery. Their roles and responsibilities will include:

- (a) Participating in TOT training activities delivered by the MTT at their own costs;
- (b) Providing and/or partnering among themselves to provide FFS, FBS and FMS to VEWs/VAHWs through contractual arrangements with the project under competitive bidding;
- (c) Providing certain services within the FFS, FBS and FMS packages to VEWs/VAHWs subject to their professional capacity through contractual arrangements with the project under competitive bidding;
- (d) Working with VEWs/VAHWs to develop and implement plans for model plots;
- (e) Providing regular technical backstopping to VEWs/VAHWs, CAFs and CDFs if they would provide FFS, FBS and FMS or certain portions of each;
- (f) Supporting, and facilitating the establishment of FOs (i.e. producer organizations, processing groups, agricultural marketing groups, rice banks, savings and credit / revolving fund groups, self-help groups, etc.) subject to their technical capability through contractual arrangements with the project under competitive bidding; and
- (g) Sharing costs, if possible, with the project in delivering the needed services.

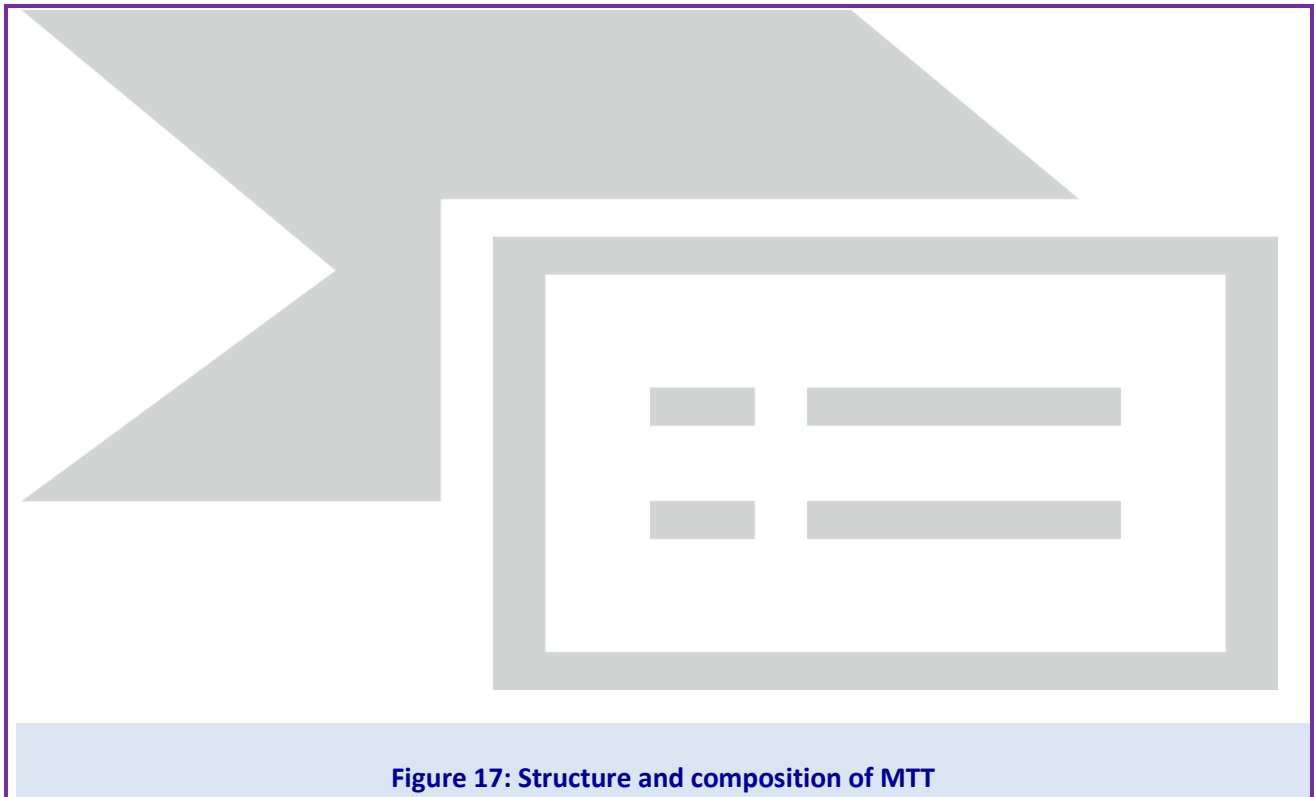
The CAFs and CDFs will be contracted to work closely with the VEWs/VAHWs in the SCL communities. They will be based community level. The CAFs and CDFs will be working full time for the project in the first three years and will then phase out. The CDFs and, in particular CAFs will be responsible, at least, for:

- (a) Providing inputs to agriculture-related baseline studies;
- (b) Participating in TOT training activities delivered by the MTT;
- (c) Participating in AEAs, and agricultural land suitability study exercises;
- (d) Providing support to and conducting monitoring of VEWs/VAHWs while they organize, facilitate and run FFS, FBS and FMS;
- (e) Providing regular technical backstopping to VEWs/VAHWs;
- (f) Promoting and raising awareness of the establishment of FOs (i.e. producer organizations, processing groups, agricultural marketing groups, rice banks, savings and credit / revolving fund groups, etc.);
- (g) Coordinating, supporting and facilitating the establishment of FOs (i.e. producer organizations, processing groups, agricultural marketing groups, rice banks, savings and credit / revolving fund groups, etc.) in absence of private service providers;
- (h) Working with VEWs/VAHWs to develop and implement plans for model plots;
- (i) Working with VEWs/VAHWs to develop their respective business plans in support of agricultural extension functions;
- (j) Providing technical support to VEWs/VAHWs and the beneficiaries in their respective farm planning;
- (k) Conducting regular monitoring of and providing regular technical backstopping to VEWs/VAHWs in establishing and managing model plots for FFS;
- (l) Implementing farmer feedback system;
- (m) Collecting information and data on agriculture from the beneficiaries, on regular basis as instructed by the project;
- (n) Providing inputs to agricultural sub-component performance monitoring and review;
- (o) Conducting supervision, monitoring and quality control over VEWs/VAHWs;
- (p) Ensuring technical compliance of training services by private service providers at the behest of the PDAs and the DOAs;
- (q) Assisting development of “Healthy Livestock, Healthy Village, Better Life” programs in communities in association with VEWs/VAHWs, and
- (r) Performing other capacity-building-related tasks to VEWs/VAHWs as instructed by the PDAs and the DOAs.

Through the baseline studies, the project will identify potential lead farmers who will be able to become VEWS/VAHWs. Based on the baseline findings, a series of community meetings will be facilitated to select and recruit VEWS/VAHWs. The VEWS/VAHWs will be the project's community agricultural production and marketing extension agents; the VAHWs will cover (where possible) both agricultural extension and animal health extension. The VEWS/VAHWs will be responsible for, but not limited to:

- (a) Participating in training activities delivered by the sub-national level trainers;
- (b) Planning and implementing model plots with technical support from the sub-national level trainers (i.e. PDAs, DOAs, CAFs, CDFs or private service providers);
- (c) Facilitating and conducting FFS, FBS, and FMS for the project beneficiaries with support and backstopping of the sub-national level trainers;
- (d) Providing extension services to the project beneficiaries;
- (e) Collecting information and data on the project beneficiaries with support of the sub-national level trainers, especially CAFs and CDFs;
- (f) Developing business models in support of long term delivery of extension service with technical support of CAFs and CDFs;
- (g) Promoting and raising awareness of FOs, and taking the lead in organizing and setting up FOs;
- (h) Assisting in establishing "Healthy Livestock, Healthy Village, Better Life" programs in communities; and
- (i) Other tasks relating to agricultural extension services.

The GDA will set up a Master Trainer Team (MTT) in coordination with other relevant sections of MAFF and MoWA, as per the structure below:



MTT roles and responsibilities will include:

- (a) Developing technical specifications for and providing inputs to baseline and needs assessment study on capacity building in agriculture-based livelihoods of the project;
- (b) Developing and conducting basic technical Training of Trainers (TOT) for sub-national level trainers from PDAs, DOAs, local input suppliers, local traders/collectors, local NGOs, Community Development Facilitators, and community agribusiness facilitators with the use and applications of FFS, FBS and FMS methods;
- (c) Developing and conducting topic-specific TOT for sub-national level trainers to address the needs and demand of the project beneficiaries for capacity building in agriculture-based livelihoods;
- (d) Providing regular technical backstopping to hands-on training provided by sub-national level trainers to lead farmers/village extension workers/village animal health workers;
- (e) Conducting supervision, monitoring and quality control over service provided by sub-national level trainers;
- (f) Ensuring technical compliance of training services provided by sub-national level trainers;
- (g) Developing and monitoring the implementation of farmer feedback system;
- (h) Developing technical specifications for service packages to be delivered by sub-national trainers;
- (i) Participating in selection of sub-national level trainers;
- (j) Ensuring good practices in identification, selection and recruitment of VEWs/VAHWs;
- (k) Ensuring good practices in AEAs, site assessments, agricultural land suitability study; and creation of farmer groups;
- (l) Conducting regular analyses of farming and farm business situation of the SCL communities and running farming system model simulations to develop and choose models that can be used for model plots;

- (m) Developing TORs for CAFs and/or CDFs;
- (n) Conducting performance monitoring and review of agricultural-related activities/the agricultural sub-component of the project;
- (o) Promoting and establishing “Healthy Livestock, Healthy Village, Better Life” programs in communities including provision of appropriate TOT and monitoring; and
- (p) Performing other capacity-building-related tasks for the project.

FORMS

Form 1 - Social Land Concession Application Form

Social Land Concession Application Form Application Form for Social Land Concession

I hereby submit my application for social concession land:

Name:	
Address:	
List all family members:	

Type of land requested	Residential land only:	
	Family farming land only:	
	Residential and family farming land:	

If I do not get land in my commune, I am willing to accept land in another commune or district:	Yes:			
	No:			

Head of household has lived in the following villages/ communes (specify for how long):	Village/commune:		Years:
	Village/commune:		Years:
	Village/commune:		Years:

**I declare that I meet the following minimum criteria for social concession land:
According to Sub-Decree No. 19 ANK/BK (Art. 10) and Prakas No. 200 DNS/BRK (Art. 22)**

•	I am a Khmer national with legal capacity to own land
•	I am a head of family, with two or more members related to each other by blood or by marriage and living together in a single residence
•	My family income is below \$0.50 per person per day (official poverty line as determined by the Ministry of Planning) <i>*(adopted from draft prakas, Ministry of Social Affairs, on financial criteria for applicants of social land concession. (REQUIRES REVISION))</i>
•	I neither own nor possess other land greater than 3600 m ² (for residential land) or 2 ha (for farming land)
•	I have never before received social concession land
•	I am “ready, willing and able” to participate in the social land concession program in accordance with all the rules of the program

Thumbprint of all household members:	
Date:	

Form 3 - Social Land Concession Support Request Form

Social Land Concession Support Request Form

Province:

District/Khan:

Commune/Sangkat:

Name (Commune Council Representative).....

Date of Submission.....

Commune Council of Commune/Sangkat.....would like to request the Provincial Land Use Allocation Committee (PLUAC) of District/Khan..... of Province/Municipal.....for assistance in preparing an initial Social Land Concession Report.

Included with this letter is a sketch map which indicates:

- Geographic demarcation;
- Proposed SLC area;
- Landmarks – historical, heritage, physical; and
- Existing villages or inhabitants.
- Existing use of land and resources by the inhabitants nearby (such as NTFP collection)

Also included is a document outlining the general demographic profile, and a basic land use profile of the proposed SLC area. Complete the questions below:

1. Estimated number of landless/poor households: _____

2. Names of Commune Council Members requesting assistance:

- a. _____; b. _____
- c. _____; d. _____
- e. _____; f. _____
- g. _____; h. _____

3. Basic land use profile of the proposed SLC area

- a. _____
- b. _____
- c. _____
- d. _____

- | | |
|--------------------------|-------------------------|
| e. Trees (X): | Brush (X) |
| i. Heavy forest: _____ | i. Heavy brush: _____ |
| ii. Medium forest: _____ | ii. Medium brush: _____ |
| iii. Open Field: _____ | iii. No brush: _____ |

4. Request Number: _____

5. Date received by PLUAC: _____

6. Name of person within PLUAC receiving the request: _____

Form 4 - Social Safeguards Screening Forms

LASED Social Safeguards Screening Forms

LASED Social Safeguards Screening Forms
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Date		GIS reference	
Province	District	Commune	

1. Commune Administrative and Population Data *(obtain information from Commune and village chiefs)*

Name of village or sub-villages	Number of families	Ethnicity: Khmer or indigenous (name)	Number of landless families		
			Without residential or agricultural land	Residential but no agricultural land	Landless displaced by an ELC
Total					

2. Current land use in proposed SLC area (obtain information from Commune and village chiefs)

Origin of SLC land users		Ethnicity	Total number of families in SLC	Current land use in SLC (# families)				Land also held outside proposed SLC		
Name of village origin	Whether village is located in SLC Commune			House plot	Stable land use (paddy land)	Chamkar	Total land in ha	House plot	Farm land	
									< 5ha	> 5 ha
Unauthorized land use in proposed SLC area before the Cut-Off Date of: _____										
Unauthorized land use in proposed SLC area which started after the Cut-Off Date										
Legal land ownership in proposed SLC area										

3. Indigenous peoples

Does the Commune Council have representatives from indigenous peoples?	Yes		No	
Does any village in the Commune have an ethnic minority chief?	Yes		No	
Do any of the indigenous peoples practice shifting cultivation in the planned SLC	Yes		No	

4. Show location of all Khmer and indigenous peoples' villages, if any, on SLC Land Use Map

5. Show location of all cultural heritage sites on SLC Land Use Map

Land Use by Families in SLC Area

Cut-off date for claims by unauthorized land users in SLC to become TLRs: _____.

No	Name of Occupant (head of family)	Ethnicity	Whether Unauthorized or Legal Occupancy	Unauthorized Occupancy started before or after Cut-Off Date	No. Of Family Members	Area used within the SLC			Land owned outside SLC area (in ha)	Whether impacted by land acquisition (Yes/No)	Whether awarded plot in SLC (Yes/No)
						Residence only (Yes/No)	Agriculture only (in ha)	Both Residence and Agriculture (in ha)			
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											

Extend the table and listing as required.

List of Families affected by land acquisition, losses, and compensation awarded

This list can only include families who (a) began unauthorized occupancy before the Cut-Off Date, or (b) legally own land in the SLC area.

AFFECTED FAMILIES WHO BEGAN UNAUTHORIZED OCCUPANCY BEFORE THE CUT-OFF DATE														
No	Name of family head	Ethnicity	Assets to be acquired and compensation award in Riel -,000											
			House with area in sq.m				House Award (Cash & plot)	Agricultural Land (ha)	Replacement Land (ha)	Standing crops (type of crop on # ha)	Crop Award (Cash)	Planted trees (type of trees on # ha)	Tree Award (Cash)	TOTAL AW ARD
			Type 1	Type 2	Type 3	Type 4								
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														
11														
AFFECTED FAMILIES WHO LEGALLY OWN LAND WITHIN THE SLC AREA														
15														
16														
17														
18														

House compensation:

Type 1:

Type 2:

Type 3:

Type 4:

LASED Environmental Safeguards Screening Forms

LASED
Forestry Screening Note for Commune Level

Objective

- The objective of the screening is to assist the Commune Chief in the initial and later detailed screening of forests to separate areas for agriculture from areas for retention as forest which could have important local, regional or national economic potential or which provide important environmental functions such as watershed or slope protection....

1. Commune Information for first screening of an SLC

- (a) Request assistance from the District Working Group to obtain a satellite image or aerial photograph of the proposed area. Use it to prepare a more accurate map of the proposed area with the community.
- (b) Ask the community who have requested an SLC about how much land they believe should be kept in forest for both timber, non timber products and shade and shelter. Ask them how much land they currently use for these purposes. Draw a sketch of the areas of existing forest on a copy of the commune map or, if available, the satellite imagery or aerial photography.

Request to PLUAC for Consideration of an SLC

The DWG will assist the Commune to undertake the environmental and social screening with the help of Guidance Notes and prepare the sketch map of the proposed area and printed image within an initial plan for the SLC for submission to the PLUAC.

Send the sketch map and the printed image with the letter requesting an SLC to the Provincial Governor to request technical assistance. Provide the following summary as part of the report

Please select the most appropriate answer based on the data you have collected

The commune timber forestry potential is assessed to be:

- Commercial
- Useful
- Limited

Is the existing forestry resource is under pressure from Illegal clearing?

- Yes
- No
- Unknown

Within forested areas, are there significant areas of land with soils and slopes suited to agriculture?

- Yes
- No
- Unknown

Non timber forest products are how important for community livelihoods?

- Very Important
- Important but not Critical
- Unimportant

Are there are examples of forestry areas requiring protection or community management in or around the SLC site?

- Yes
- No
- Unknown

The need for continued protection or management of forest in the SLC site is

- Low
- Medium
- High
- Unknown

2. Information for detailed Commune and District level Screening

Work with the DWG and any Provincial technical experts or NGO technical experts that may be available to assist to estimate this information. Please interview all village heads and local farmers who have been living in or using the area for a long time in order to fill in the table below. Indicate in the first column for important forest areas whether they are already reported in the national inventory or not. In the second column, explain geographical location compared to the SLC with reference to the sketch map. As necessary, conduct field surveys of forests to determine crown cover, basal area of trunks at breast height. NTFP values and site quality. Using a map based on the satellite imagery or aerial photography of the proposed area indicate location of the following:

- Proposed settlement area;
- Areas of forest crown cover exceeding minimum percentages for dry deciduous (25%), evergreen (35%) and moist tropical (45%) forest;
- Areas where Basal area of trunks at breast height exceeds 5 m²/ha;
- Areas where forest should be retained by reason of slope, presence of watercourses, soil instability or existing erosion;
- Areas where forest has been cleared to below minimum crown cover and basal area but forest regeneration is desirable for biodiversity protection, corridor /buffer establishment, amenity/landscape reasons or because any agricultural activity would not be feasible because of low site quality;
- Areas where NTFP collection, regardless of forest cover is regarded as critical by local inhabitants;
- Areas where agriculture would be a preferable use of the land rather than maintaining the forest.

3. Local attitudes to resources

- Please indicate whether local people depend on the resources in the table above exclusively or whether alternatives are available:

Totally dependent – indicate number of households

Alternatives available – indicate location

- Please estimate using local knowledge and mark on the satellite images the extent of illegal clearing or logging in terms of either area cleared per year or timber harvested per year. Data from sawmill operators or estimates of the area of illegal settlement per year may be helpful.
- Identify areas classified as forest under Forestry Administration control on available maps or satellite images. Within and around these areas and in conjunction with screening for critical habitats, screen for areas of forest of different type and condition. In cooperation with staff of the Forestry Administration of MOA, forestry NGOs and interested stakeholders identify, with assistance of the Guidance Note, areas of functional forests in terms of economic or environmental value as distinct from total forest area. The aim is to screen out of settlement any forest area which is still important for economic, protection or cultural use.

4. Recommendation and Alternatives Considered

Please prepare a short report for PLUAC on behalf of the Commune Council on what recommendation the project team made concerning the location of the SLC in relation to existing forest area and the arrangements for corridors and buffer zones. Identify any alternatives considered in formulating the recommendations (such as the possibility of community forestry). It is important to describe the process used and the stakeholders consulted. Please include the map of forest areas in relation to the SLC area.

LASED Agriculture Site Quality Screening Note

Objective

- to "minimize the risks that the selected sites will fail to meet the objective of sustained success of agricultural and community development ..."

Commune	District	Province

Date:

1. Commune Council Checklist

a) Identification of a Social Land Concession

- Provide a sketch of the area(s) using the commune land use map (sketch map or GIS based as available) as the base. Fill out the following summary after talking to the villagers who have requested the SLC. Use the summary as part of the Request to provincial State Land Management committee for an SLC area and to PLUAC for technical assistance in screening the area.
- After visiting the site during identification with villagers, what technical skills does the commune council believe it needs to help in screening for forest areas, indigenous communities, waterway and land protection, and wildlife protection? Prepare a list to send to PLUAC with the request for assistance and make suggestions based on what is available at the District and what may be available at Province level or with an NGO.

Summary

Please select the most appropriate answer based on the data you have collected

The SLC site potential for agriculture is assessed to be:

- Limited (50 households or less)
- Moderate (100-300 households)
- High (more than 300 households)

The site will require management of corridors, communal grazing areas or buffer zones?

- Yes
- No
- Unknown

Within declared forest areas under FA control, there are significant areas of land with soils and slopes suited to agriculture?

- Yes
- No
- Unknown

The main agricultural activities proposed are:

- Annual food or cash crop
- Perennial tree crops
- Unknown
- Livestock
- Combination of above

There is likely to be a need for different agricultural options for indigenous/minority communities compared to the majority group?

- Yes
- No
- Unknown

The community has unresolved disputes over the land

- Yes
- No
- Unknown

The community is willing to participate in managing any proposed community forest or waterway.

- Possibly
- Probably
- Unknown

2. How to Screen for Land Quality and Number of Households to be settled

- Find out what other farmers are doing with the same kind of land. Go to 3-4 villages in the commune in which soils, climate and vegetation are similar to the proposed site. Talk to farmers in these villages to determine typical crops and livestock numbers per household which might be suitable for the proposed site. ***In particular, estimate the area of land needed per household for staple crops such as rice or maize and typical areas of chamkar.*** Take particular note, not only of claimed rice yields by farmers but also of data on the number of months of rice or other staple food scarcity when estimating the area of land needed for food crops. Estimate the approximate total land

needed for rice or other food crop, cash crop and forest. Do not rely on income from NTFPs in the long term as a basis for settlement;

- Collect information on water availability from both surface and sub-surface sources. For example find out how long local streams last into the dry season. If local wells exist, collect data on depth of water and its variation from wet to dry season and the length of time taken to recover after pumping;
- Using the Forestry resource maps and the screening for Critical Habitats, refine the sketch map of the area produced by the Commune during identification of the SLC site. (The actual area available for agriculture will be confirmed at a later stage after detailed mapping and survey). Use the thumb method described in the guidance note and screening note for Forestry to see if the forest is dense enough to keep for timber;
- Determine the soil quality using the following simple criteria;
 - ▶ Clay content- can the soil be squeezed into a ring when wet (clay)? Does a ring form but fall apart easily (clay loam) Cannot form a ring (sands, sandy loams) The best soils for agriculture will be clays, clay loams and silty clay loams (silty clay loams have a silky “feel” when molded between the fingers);
 - ▶ Stone- Soils for annual agriculture should have little or no stone in the first 30cm and no layers of stone to a depth of about 100cm;
 - ▶ Water holding ability- Soils suitable for rice should have a clay texture and evidence of greyish colors and mottles at depths of 30 cm or more;
 - ▶ Slope- Soils for annual (cultivated) agricultural crops should not have more than 12 percent slope. Soils for perennial crops should not have more than 25% slope. Above 25% slope the soil should always be retained in forestry. Note eroded and degraded areas requiring protection.
- Identify areas for residential use. These should be at least 100 meters from a watercourse, conservation forest or habitat area. They should have access to groundwater. They should be located in areas of good drainage and preferably shade and shelter trees for livestock;
- After allowing for environmental protection areas, forest and residential use (houses etc), estimate the area available for food crop and cash crop;
- Divide the area available by the area needed per household to estimate the number of households which can be settled.

Screening of a potential Social Land Concession

Importance of Site and Reason	Main concerns of community/village involved
How many poor households need land?	
How much land is already claimed within the village boundary?	
How much total land is available for SLC use?	
Of this area:	

How much potential food crop land is available? is it high, medium or poor quality?	
How much potential cash crop land is available. Is it high, medium or poor quality?	
How much land would be available for use by the community?	
As above. Second priority site (potential alternative site) and reason for lower priority	
As above Third Priority site and reason for priority	

- For each of these alternative sites, any technical alternatives considered such as land clearing or change in site boundaries, use of alternative enterprises etc should be described with reasons for rejection. For example if a site has a lot of cash crop land but not enough rice land, can more people be settled if a small area of extra rice land could be found?
- Discuss the management of community land such as community forest and grazing land with the villagers. Are they willing to cooperate in management of forest and water?
- What is the attitude of existing landholders to establishment of corridors for protection of waterways or wildlife. Would they voluntarily accept alternative land of the same quality in order to allow an SLC to proceed with adequate environmental protection?
- Does the existing community have any disputes about land or water resources that are not resolved?

3. National, Province and District checklist for assistance to Commune with Screening for Land Quality

Identify and collect the following to meet RGOC standards for environmental and livelihood protection.

- Any previous agro-ecosystem analysis (AEA) by the Department of Extension of the Province at commune level;
- The Provincial Hot Spot Map of protected areas, cultural heritage areas and indigenous communities;
- Any soils maps of the district or commune, no matter how old. The MOA /MLMUPC soil survey team in the Department of Agronomy and Land Improvement of MAFF should be consulted;
- Any Topography maps of the district or commune ;
- The Forestry cover/vegetation maps collected for the Forestry screening.

4. Recommendation and Alternatives Considered

Please prepare a short report to PLUAC on what recommendation the project team made concerning the selection of the site, including factors which will determine the number of households to be settled (initial understanding of soils and local farm models) Identify any alternatives considered in formulating the recommendations and reasons for rejection. It is important to describe the process used and the stakeholders consulted. Be careful to identify any possible adverse impacts of agriculture such as erosion, overgrazing, fertilizer runoff to waterways, forest loss etc and the measures available to mitigate those impacts. Please include the map of the settlement areas in relation to the total SLC area.

Sources

Source	Persons Contacted to date	Remarks
Provincial Department of Agriculture, Forestry and Fisheries		
Ministry of Environment		
Provincial Dept of Environment		
NGO s		
Commune councils		
Village		

Form 6 - Provincial Governor Authorization - Proceed on State Land Classification

Province:

District/Khan:

Commune/Sangkat:

Kingdom of Cambodia

National Religion King

Provincial Governor Authorization Note: Proceed with State Land Classification

The Provincial Governor of District/Khan..... of Province/Municipal.....would like to advise the Commune Council of Commune/Sangkat..... that the Request to Proceed with State Land Classification has been (X):

Agreed in Principle:

Rejected with Justification:

Justification:

Form 7 - AEA Checklist

Agro-Ecosystems Assessment (AEA) Checklist

Step I. Commune Agro-Ecosystems Data		X
1	Identification of major agro-ecological zones within each commune	
2	Identification, delineation and characterization of different land-use systems (agro-ecosystems) within the commune	
3	Relevant agro-ecosystem data provided to provincial GIS unit for mapping	
Step II. Land Use and Land Coverage Data		
1	Land use and land cover data from ministries and provincial line departments	
2	Organizes land use and land cover data per commune	
3	Send relevant land use and land cover data to provincial GIS unit for mapping	
Step 3: Hot Spot Identification		
1	Identify social hot spot areas in each commune of the province, with approximate boundaries	
2	Identify of environmental hot spot areas in each commune of the province, with approximate boundaries	
3	Hot spot data provided to provincial GIS unit for mapping	
Step 4: Production of Commune Land Use Map		
1	Printed out Commune Land Use Map in A3 format, displaying: present commune boundaries; detailed land uses (67 possible categories of land use and land cover); land classifications, including forest areas; location and approximate boundaries of state land; major agro-ecological zones; and location and approximate boundaries of social and environmental hot spot areas	
2	Simplified commune present land use map, printed out in A3 format, displaying: present commune boundaries; simplified land uses (7 basic categories of land use and land cover); land classifications, including forest areas; location and approximate boundaries of state land; major agro-ecological zones; and location and approximate boundaries of social and environmental hot spot areas	
3	One copy each of detailed and simplified commune land use map in A3 format, distributed to each commune in the province	

AEA Implementation Form

AEA is conducted by multidisciplinary teams from relevant government departments and local stakeholder institutions including commune councils and farmers. It proceeds in a series of stages, interspersed with short breaks over a period of a month or more

Stage 1: Planning and Preparation

- AEA team formation and organization and logistical arrangements;
- Orientation for partners (Commune Council, Village Chiefs, etc.); and
- Assigning tasks and responsibilities.

Stage 2: Secondary Data Collation and Organization

- Assembling, collating and preparing relevant available data:
Spatial data: topography, elevation, slope, geology, soils, climate, land use, watersheds, rivers, administration boundaries, village locations, roads, etc.
Statistical data: demographic, economic, social, agriculture, climatic, etc.

Stage 3: Preliminary Analysis

- Identification of initial boundaries of any agro-ecological zones in the system; and
- Draft a description of each zone, and identify key issues regarding land use, production systems and livelihoods.

Stage 4: Rapid Rural Appraisal

- RRA is conducted with participants from villages in all agro-ecological zones;
- RRA uses a variety of tools including historical profiles, agro ecosystem base maps, transects, seasonal calendars, flow diagrams, Venn diagrams, etc.
- RRA is used to verify and explore key issues with farmers and local stakeholders;
- RRA identifies and prioritizes key problems and opportunities with farmers

Stage 5: Systems Analysis

- Preparation, presentation and analysis of the RRA information on time, flow, space and decision-making;
- Prepare a cause-effect diagram for each problem and ranking the problems; and
- Formulate key questions and propose solutions and rank these.

Stage 6: Reporting, Write-Up and Data Entry

- Draft report for presentation to national and provincial agencies, commune councils, villagers, etc.;
- Presentation of findings to all stakeholders;
- Incorporation of feedback and finalizing the report;
- Data entered in the AEA Database by staff of the Provincial Office of Agricultural Extension; and
- Provincial data sets transferred by CD ROM to DAE's national database in Phnom Penh.

Form 9 - Eligibility Criteria for Social Land Concession

Eligibility Criteria for Participation in the Social Land Concession

Proposed Objective Eligibility Criteria

Definition: Eligibility criteria are the criteria that will be used to determine whether applicants deserve to receive social concession land. The criteria must be *objective* (rather than subjective) indicators of poverty, landlessness, land poverty and “ability and willingness” to cultivate land (the four LASED focal areas), meaning that they must be measurable and there must be no ambiguity in how to interpret them.

During the village meeting, villagers place a checkmark (✓) in the relevant box next to an applicant’s name to indicate that the criterion has been met. The commune council (CC) should verify all information when it endorses the final village lists.

Families must meet all eligibility criteria to be considered for social concession land.

Most of the proposed eligibility criteria are standardized national-level criteria. However, where indicated, some eligibility criteria may need to be adapted to local conditions by commune and/or district authorities.

No.	Objective Eligibility Criterion	Comment
General criteria for all applicants		
E1	The applicant is a Khmer national	YES _____; NO _____
E2	Family income is not more than US\$0.50 per person per day (<i>current poverty line of RGC</i>)	YES _____; NO _____
E3	Household has none of the following (even if it is co-owned with a relative): <ul style="list-style-type: none"> • Rice mill/rice thresher • Tractor/koyun/car • Video machine • Amplifier system • Generator 	YES _____; NO _____ Comments: _____ _____ _____ _____
E4	This household does not own more than one head of cattle (cow, buffalo)	YES _____; NO _____ Own other animals – list _____ _____ _____
E5	No household member has been jailed or convicted of any crimes in the past 3 years	YES _____; NO _____ Comments: _____ _____ _____ _____
E6	No household member has sold land to pay gambling debts in the past 3 years	YES _____; NO _____ Comments: _____ _____ _____ _____
E7	No household member has sold land in the past 3 years	YES _____; NO _____ Comments: _____ _____ _____ _____

No.	Objective Eligibility Criterion	Comment
E8	This household does not own or possess more than 3,600 m ² (for residential land) or 2 ha (for farming land)	YES ____; NO ____ Comments: _____ _____ _____ _____
E9	This household contains at least one working member who earns an income	YES ____; NO ____ Comments: _____ _____ _____ _____
Additional criteria for applicants for residential land		
E10	For applicants for residential land: The family owns no more than 400 square meters of residential land	YES ____; NO ____ Comments: _____ _____ _____ _____
Additional criteria for applicants for family farming land		
E11	The family owns no more than 0.5 ha of agricultural land	YES ____; NO ____ Comments: _____ _____ _____ _____
E12	At least one member of the family knows how or is willing to learn how to farm	YES ____; NO ____ Comments: _____ _____ _____ _____

Form 10 - Ranking Criteria

Applicant Ranking Form

No.	Objective Ranking Criterion	YES	NO	POINTS
General criteria for all applicants				
R1	Woman-headed household (2 points): YES = 2 points			
R2	Head of household or household member is a demobilized soldier (2 points): YES = 2 points			
R3	Head of household has a severe disability (2 points): YES = 2 points			
R4	Head of household has a minor disability (1 point) YES = 1 point			
R5	Length of time lived in village (<5 Years = 1 point; 5 - 10 Years = 2 points; >10 Years = 3 points)			
R6	Length of time lived in commune (<5 Years = 1 point; 5 - 10 Years = 2 points; >10 Years = 3 points)			
R7	Large family size (6 or more members = 2 points)			
R8	The household has no cattle (YES = 1 point)			
R9	Household has never had land before (YES = 2 points)			
R10	Household has not sold land in the past 3 years (YES = 2 points)			
R11	Household members income generating activities (1 point per working family member)			
R12	Household members work as hired laborers (2 points)			
Additional criteria for applicants for residential land				
R13	<u>For applicants for residential land:</u> Head of household is more than 60 years of age (YES = 1 point)			
R14	<u>For applicants for residential land:</u> This family does not own or possess any residential land (YES = 2 points)			
Additional criteria for applicants for family farming land				
R15	<u>For applicants for family farming land:</u> Years of experience cultivating land (1 - 5 Years = 2 points; >5 Years = 3 points)			
R16	<u>Other criteria unique to the Commune</u>			
R17	<u>Other criteria unique to the Commune</u>			
R18	<u>Other criteria unique to the Commune</u>			
R19	<u>Other criteria unique to the Commune</u>			

Responsibilities of the Target Land Recipients (Sub-decree 19 on Social Land Concession, Article 18)

- 1. Establishment of a Permanent Shelter:** If there is no residential structure on social concession residential land, the target land recipient shall build at least any part of a permanent shelter within three (3) months after receiving the land and a family member shall actually and permanently reside on the land at least six (6) months in each year.
- 2. Cultivation of Land:** The target land recipient of a social land concession for family farming shall actually cultivate that land within twelve (12) months after receiving the land and shall continue to utilize the land in accordance with the conditions of the concession program.
- 3. Rights of Ownership:** After correctly complying with the criteria of the social land concession program for five (5) years the target land recipient has the right to ownership of the land and may request ownership title according to procedures determined in the instruction of the Minister of MLMUPC.
- 4. In Case of Death of the Target Land Recipient:** If a target land recipient dies during the implementation of the social land concession program, the successors in the target land recipient's family may continue to implement the social land concession program to complete five (5) years and shall have the right to ownership of that land.
- 5. Restrictions on Transfer of Land:** The target land recipient may not sell, rent or donate social concession land during the first five (5) years of the implementation of the social land concession program.
- 6. Confiscation of Land:** If a target land recipient fails to meet the occupancy and use conditions, the land shall revert to the state for reallocation.

Notice Form for Applications³³

Province:
District\Khan
Commune\Sangkat

Kingdom of Cambodia
Nation Religion King

Notice on Social Land Concession Application

The commune\Sangkat of District\Khan of Province\Municipal would like to inform all citizen of thedistrict \ sangkat about the application process of the social land concession in the (National\Local) social concession program for residential or for family farming purpose or for both located in

The application process will start from until

Any citizen who wishes to apply for this social land concession, may contact the official in charge of providing application forms free of charge at the commune\sangkat office and fill in the form. An eligible applicant shall have the following criteria:

- Be a Cambodian national, with legal capacity to own land.
- Be the head of the family, which consists of two or more individuals related by blood or marriage and residing in the same household.
- Meet the financial criteria to be evaluated based on their income in complying with economic conditions and standard of living.
- Not be an owner or possessor of other land equal to or in excess of the size limitations for social land concessions in article 16 and 17 of this sub-decree.
- Applicant has never obtained a social land concession.
- Be ready, willing and able to participate in the social land concession program, in accordance with the approved social land concession plan.

Made in date
For the commune\sangkat council

³³ Note: This is the existing notice form as drawn up by NSLCC and translated by EWMI/ADB.

Gender Analysis Report Form

LASED
Gender Analysis Report Form

Checklist for Gender Analysis

Division of labor

Who does what, where, how long, how often, paid/unpaid (by gender, class, age, household composition?)

Farming activities, non-farming activities, off-farm activities, household chores, NTFP collection, fuelwood collection, fetching water, etc.

Access/control over resources

Who owns what property?

Land, house

How was it obtained? (Inheritance, buy from others)

Who earns what, how much?

Who earns how much by doing what?

Who keeps the money?

Credit

Where do they borrow money, for what purpose, who goes to borrow, under whose name is it borrowed, how much?

Who uses the borrowed money, for what purpose?

Who repays the loan? How do they repay? Are they able to repay all? What happens when they cannot repay?

Decision making

Who makes decisions for large/small purchases? (Buying/selling land, going for medical treatment, children's education, etc.)

Who makes decision in borrowing money?

Education

Which children go to which grade school, where?

Why do girl/boy child continue/quit school?

What is the education level of women/men?

Literacy level of women/men?

Health condition

What health problems do women and men have?

How do you treat when you are sick (disaggregated by gender)

How much money do you spend on health care per year, for whom, for what treatment, where? (Disaggregated by gender)

How is medical expenses financed?

Where does child delivery take place?

Who helps in child delivery? Has there been any complication before?

Do you go to pre- post-natal care? Where? Why/who not?

Where do you/your child go for immunization?

What birth control method are you using? Why do you use this method? Why you are not using any method?

Information

Who do you discuss when you have a problem – in the family, in the community? (Gender disaggregated)

How often do you discuss with government officers/ extension workers (gender disaggregated?)

How often do you watch TV/ listen to radio? (Gender disaggregated)

What is considered to be the most important information source? (Gender disaggregated)

Participation

Who goes to village meetings/ training? (Gender disaggregated)

Who goes to which meetings/ training? (Gender disaggregated)

How much do women/men understand in public meetings? (Gender disaggregated)

How much do women/men give opinions in public meetings?

How many women are there who has a position in the village?

Mobility

How often do you go to district town/ provincial town? (Gender disaggregate)

What is the farthest place you have been to? Farthest place you have been to last year? (Gender disaggregated)

Complaint Form – Proposed Social Land Concession Area

Name of the plaintiff.....

Date of filing.....

Form received by.....

Form number.....

Reason for filing a complaint:

.....Inaccuracy or correction required on the proposed Social Land Concession Area

.....Need for clarification regarding the proposed Social Land Concession Area

List reasons for the complaint:

1.
2.
3.
4.
5.
6.
7.
8.

Complaint Form – Proposed Social Land Concession Map

Name of the plaintiff.....

Date of filing.....

Form received by.....

Form number.....

Reason for filing a complaint (X):

.....Inaccuracy or correction required on the Social Land Concession Map

.....Need for clarification regarding the Social Land Concession Map

List reasons for the complaint:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Form 18 - SLC Report format

**Land Allocation for Social and Economic Development (LASED)
Social Land Concession Planning Report**

1.0 Location	
1.1 Province	
1.2 District/khan	
1.3 Commune/sangkat	
1.4 Village/mondol	
2.0 Sketch map	Detailed sketch map is attached: YES _____; NO _____
2.1 Size of the propose SLC area	_____ ha
2.2 Basic soil composition assessment	Soil characterization: pH _____ Texture _____ % exchangeable sodium _____ % organic matter _____ Salinity _____ Fertility status: N _____; P _____; K _____; Ca _____; Mg _____; S _____; B _____; Cl _____; Cu _____; Fe _____; Mn _____; Mo _____; Zn _____
2.3 Water resources assessment	Surface water readily available: YES _____; NO _____ Groundwater readily available: YES _____; NO _____ Well depth required to access groundwater: _____ meters Water volume: _____ liters/hour
2.4 Microclimate assessment	Average temperature: _____ C° Average humidity: _____ % General wind direction: _____ km/hour Direction: N_; NW_; NE_; S_; SW_; SE_; W_; E_ Barometer: _____
2.5 Land use assessment	Forested area: _____ ha Agricultural area: _____ ha Residential area: _____ ha Areas of economic concession: _____ ha Historic and cultural sites: _____ ha
2.6 Population assessment	Number of people currently living in the proposed SLC area: _____ Estimated number of landless people in the proposed SLC area: _____
2.7 Production capacity of the SLC area	Rice (kg/ha): _____ Field crops (Type of crop and yield – kg/ha) _____ _____ (_____ kg/ha) _____ _____ (_____ kg/ha) _____ _____ (_____ kg/ha) _____ _____ (_____ kg/ha) _____ _____ (_____ kg/ha) _____ _____ (_____ kg/ha) _____ _____ (_____ kg/ha) _____ _____ (_____ kg/ha)

	<p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>Non-timer forest products (Type of product and yield)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p> <p>_____ (_____ kg/ha)</p>
2.8 Carrying capacity	Estimated number of people that the proposed SLC area can host: _____
3.0 Safeguards screening	Initial safeguard screening has been completed: YES _____; NO _____
3.1 Potential safeguards problem	Safeguards issues were identified in the proposed SLC area: YES _____; NO _____ Briefly describe the problem: _____ _____ _____ _____
3.2 Need for assistance	Assistance is required to address safeguard issues: YES _____; NO _____
4.0 Environmental analysis	Preliminary environmental analysis has been completed: YES _____; NO _____
4.1 Potential environmental problems	Potential environmental problems were identified: YES _____; NO _____ Briefly describe the problem: _____ _____ _____ _____
4.2 Need for assistance	Assistance is required to address environmental issues: YES _____; NO _____
5.0 Infrastructure and services	Initial infrastructure and service assessment has been completed: YES _____; NO _____
5.1 Technical information forms	Completed technical information forms Wells: YES _____; NO _____ Access road construction: YES _____; NO _____ School establishment: YES _____; NO _____ Facility construction and maintenance: YES _____; NO _____ Extension service: YES _____; NO _____ Health services: YES _____; NO _____
6.0 Selection criteria for TLR	Following are used as selection criteria for TLR: Large family (six or more members): YES _____; NO _____ Time family has lived in the proposed area: YES _____; NO _____ Woman head of household: YES _____; NO _____

	<p>Vulnerable and displaced people: YES _____; NO _____</p> <p>Indigenous people: YES _____; NO _____</p> <p>Other selected criteria: YES _____; NO _____ (if YES, list other criteria to be applied)</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p>
Date of preparation	
Prepared by	
Assisted by	

Form 19 - Infrastructure Needs Assessment Form

LASED Form 1.5: Infrastructure Needs Assessment

The purpose of this form is to record existing infrastructure serving the SLC area and to assess the need for infrastructure to bring the level of provision to the mandatory minimum level.

All existing infrastructure and proposed new infrastructure must be marked on a sketch map which must be attached to this form.

1. Road Access

Mandatory minimum provision: All plots in the SLC must be within 2km of an all-weather road. An all-weather road means a road that a car or light truck can travel along at least 335 days per year.

Distance from SLC to nearest all-weather road now.

- From nearest place in SLC: _____ km
- From farthest place in SLC: _____ km

Work needed so that all of SLC will be within 2km from an all-weather road.

Map Ref	Type	Dimension	New (Yes/No)	Repair (%)	Quantity Unit	Quantity
	Road Embankment	Height _____ m			km	
	Road Pavement (e.g. Laterite)	Width _____ m			km	
	Bridge	Length _____ m			Place	
	Bridge	Length _____ m			Place	
	Bridge	Length _____ m			Place	
	Culvert	Diameter 0.6m			Line	
	Culvert	Diameter 0.8m			Line	
	Culvert	Diameter 1.0m			Line	
	Other things:					

2. Water Supplies

Mandatory Minimum Provision: Distance from a Residential Plot to nearest water supply must not be more than 250m.

Describe and mark on the map any existing water supplies in or near the SLC area.

Map Ref	Type of water supply	Taste of Water (Good/ poor / bad)	Colour of Water (Clear / cloudy / red etc)	Condition of water point (Good / poor / broken)	# households using present	# Months per year has enough water

Based on this information the most suitable type of water supply for the SLC is:

Number of water points needed: _____

3. Schools

Mandatory minimum provision: All children aged 7-12 living in SLC area must have a place in school not more than 3km away

Mark any existing schools on the map and give them a number (map reference). Enter details in the table below.

Map Ref	Name of School	# Classrooms	Condition of Buildings (Good / Poor / Bad)	# Students enrolled	Distance from nearest point in SLC	Distance from furthest point in SLC	Number of SLC children school could accept without new buildings	Does the school have space to construct new buildings?

4. Health Facilities

Enter location and distance for each type of health facility.

Type	Location	Distance from SLC (km)
Referral Hospital		
Health Clinic		
Health Post		

5. Irrigation Infrastructure

Is there any existing irrigation system that can irrigate land in the concession area (Yes / No)? _____

If Yes, mark the system on the map and describe the system below.

Map Ref	Description of System	Water Source	Potential command area (ha)	Area growing irrigated crops at present (ha)	Months during which the water source can provide water.

Is there any suitable water source for a new irrigation system in the concession area (Yes / No)? _____

If Yes, mark the water source on the map and describe the water source below.

Map Ref	Description of Water Source	Area growing irrigated crops at present (ha)	Months during which the water source can provide water.

Form 20 - Calculation of Allocation for Rural Infrastructure and Services

Calculation of Allocation for Rural Infrastructure and Services

Calculation of Allocation for Rural Infrastructure and Services							
Activity	Standard Allocation per Plot USD			Residential	Agricultural	Residential/ Agricultural	Total Allocation USD
	Residential Only	Agricultural Only	Res. and Agri.	... Plots	... Plots	... Plots	
				USD	USD	USD	
Land Preparation							
• Cadastral Survey	2	4	4				
• Clearing	0	200	200				
• Boundary Marking	25	25	25				
• Access Tracks	23	71	71				
Sub-Total for Land Preparation							
Settling-in Assistance							
• Start-Up Package	50	150	150				
• Livelihood Support	0	200	200				
Sub-Total for Settling-in Assistance							
Rural Services							
• Agriculture Needs Assessment	0	2	2				
• Agriculture Extension Year 1	0	20	20				
• Agriculture Extension Year 2	0	20	20				
• Water, Hygiene and Sanitation Campaign	5	0	5				
• Other Services	45	8	53				
Sub-Total for Rural Services							
Rural Infrastructure							
• All Weather Road	50	125	150				
• Rural Water Supplies	75	0	75				
• Other Infrastructure	25	25	75				
Sub-Total for Rural Infrastructure							
Total For Rural Infrastructure and Services							

Form 21 - Checklist for PLUAC Review of the Preliminary Social Land Concession Report

Checklist for PLUAC Review of the Preliminary Social Land Concession Report

Names of PLUAC members reviewing the Report					
Date of review					
Case number					
Following information has been provided and is complete	YES	NO	Additional Information Required	Due Diligence Completed	
				YES	NO
1. Detailed sketch map					
2. Proposed SLC area demarcated clearly in the sketch map					
3. Size of the SLC area clearly defined					
4. Basic soil composition of the proposed SLC area					
5. Water resources assessment					
5.1 Technical information form with investment requirements for establishment of wells					
6. Microclimate assessment					
7. Land use assessment					
8. Population assessment					
9. Production capacity of the proposed SLC area					
10. Carrying capacity assessment					
11. Safeguards screening					
11.1 Actions required to resolve identified safeguards issue (list required action)	1. 2. 3.				
11.2 Resolution of safeguards issue possible within 12 months with appropriate intervention			If "NO" prepare form to request Commune Council to exclude the 'hotspot' and revise the proposed SLC area		
11.3 Estimated resource requirement to resolve identified safeguards issue	1. Estimated financial resource: _____ 2. Non-financial resources: _____ _____				
11.4 Estimated time required to resolve identified safeguards issue	Time lapse (days, weeks, months): _____				
11.5 Indicators marking the resolution	1. 2. 3.				

of identified safeguards issue				
11.6 Recommend monitoring mechanisms to avoid reoccurrence of identified safeguards issue	1.	2.	3.	
12. Environmental assessment				
12.1 Actions required to resolve identified environmental issues (list required action)	1.	2.	3.	
12.2 Resolution of environmental issue possible within 12 months with appropriate intervention			If "NO" prepare form to request Commune Council to exclude the 'hotspot' and revise the proposed SLC area	
12.3 Estimated resource requirement to resolve identified environmental issues	1. Estimated financial resource: _____ 2. Non-financial resources: _____ _____			
12.4 Estimated time required to resolve identified environmental issues	Time lapse (days, weeks, months): _____			
12.5 Indicators marking the resolution of identified environmental issues	1.	2.	3.	
12.6 Recommend monitoring mechanisms to avoid reoccurrence of identified environmental issues	1.	2.	3.	
13. Infrastructure and services				
13.1 Technical information forms completed				
Well establishment				
Access road construction				
School establishment				
Facility construction and maintenance				
Extension services				
Health services				
13.2 Total resource requirement	Total resources required to meet infrastructure and service needs: Riel _____; US\$ _____			
13.3 Recommend priorities for establishment and construction	1.	2.	3.	
14. Acceptable TLR selection criteria			If "NO" recommend changes	

Form 22 - PLUAC Authorization Note - Preliminary SLC Report

Province:
District/Khan:
Commune/Sangkat:

Kingdom of Cambodia
National Religion King

PLUAC Authorization Note: Preliminary Social Land Concession Report

The Provincial Land Use Allocation Committee (PLUAC) of District/Khan..... of Province/Municipal.....would like to advise the Commune Council of Commune/Sangkat..... that the Preliminary Social Land Concession Report has been (X one):

Approved:
Requires clarification:
Requires revision:

If “Approved”, the Commune Council is advised to proceed immediately with the selection of the target land recipients (TLRs), and the preparation of the full Social Land Concession Plan.

In case clarifications or revisions are required, the PLUAC shall attach a copy of the *Checklist for PLUAC Review of the Preliminary Social Land Concession Report* which provides an itemized list of necessary clarifications or revisions. The Commune Council will be required to provide written clarifications no more than one-page in length or submit a modified Preliminary Social Land Concession Report that reflects changes as highlighted in the *Checklist for PLUAC Review of the Preliminary Social Land Concession Report*.

The Commune Council will provide clarifications or revisions to the PLUAC within 15 days of receiving this letter. In turn, the PLUAC will provide a response to the Commune Council within 15 days of receiving the clarification or revised Preliminary Social Land Concession Report.

Authorized by (print name).....

(signature).....

Date.....

LASED Form 1.18: Complaint Form: Preliminary TLR Selection List

Name of the plaintiff.....

Date of filing.....

Form received by.....

Form number.....

Reason for filing a complaint:

.....Inaccuracy or correction required on the Preliminary TLR Selection

.....Other grievances

List reasons for the complaint:

1.
2.
3.
4.
5.
6.
7.
8.

Form 25 - Sample Applicant Ranking Method

Sample Applicant Ranking Method

1. **How to Rank Applicants:** All applicants are “ranked”, whether or not they meet all the eligibility criteria. Ranking criteria will be used to prioritize applicants for social concession land. A point system will be used where applicants are given points in accordance with pre-determined weights given to each ranking criterion. Based on these ranking criteria, the Commune Council draws up a ‘ranking list’ of all applicants for public display. Applicants with the highest number of points have priority in selecting the type of land desired through the SLC program. The Commune Council will be expected to verify the ranking and information prior to endorsing the final ranking list, and also takes into consideration those families that the commune/ village perceive that they should receive land, but has scored low in the ranking for certain reasons.

Applicant Ranking Form

No.	Objective Ranking Criterion	YES	NO	POINTS
General criteria for all applicants				
R1	Woman-headed household (2 points): YES = 2 points			
R2	Head of household or household member is a demobilized soldier (2 points): YES = 2 points			
R3	Head of household has a severe disability (2 points): YES = 2 points			
R4	Head of household has a minor disability (1 point) YES = 1 point			
R5	Length of time lived in village (<5 Years = 1 point; 5 - 10 Years = 2 points; >10 Years = 3 points)			
R6	Length of time lived in commune (<5 Years = 1 point; 5 - 10 Years = 2 points; >10 Years = 3 points)			
R7	Large family size (6 or more members = 2 points)			
R8	The household has no cattle (YES = 1 point)			
R9	Household has never had land before (YES = 2 points)			
R10	Household has not sold land in the past 3 years (YES = 2 points)			
R11	Household members income generating activities (1 point per working family member)			
R12	Household members work as hired laborers (2 points)			
Additional criteria for applicants for residential land				
R13	<u>For applicants for residential land:</u> Head of household is more than 60 years of age (YES = 1 point)			
R14	<u>For applicants for residential land:</u> This family does not own or possess any residential land (YES = 2 points)			
Additional criteria for applicants for family farming land				

**Complaint Form: Prioritized
Social Land Concession Applicants List**

Name of the plaintiff.....

Date of filing.....

Form received by.....

Form number.....

Reason for filing a complaint:

Inaccuracy or correction required on the priority ranking: YES.....; NO.....

List reasons for the complaint:

1.
2.
3.
4.
5.
6.
7.
8.

Form 28 - Complaint Registration Form - TLR Ranking

Complaint Registration Form: TLR Ranking

Province:

District/Khan:

Commune/Sangkat:

Form Number	Name of Plaintiff	Date of Receipt	Received by

Form 29 - Display Form for Distribution of Land under SLC

Display Form for Distribution of Land Under the SLC

Province:

District/Khan:

Commune/Sangkat:

Name: Head of Household	Address	Plot No.	Category

Form 30 - Checklist for PLUAC Review of the Complete Social Land Concession Plan

Checklist for PLUAC Review of the Complete Social Land Concession Plan

Province:

District/Khan:

Commune/Sangkat:

Names of PLUAC members reviewing the Report					
Date of review					
Case number					
Following information has been provided and is complete	YES	NO	Additional Information Required	Due Diligence Completed	
				YES	NO
1. 0 Complete AEA report including:					
1.1 Commune agro-ecosystem data					
1.2 Land use and land coverage data					
1.3 Hotspot identification					
1.4 Commune land use map					
1.5 Report presented to the national and provisional agencies, commune council and villagers and other stakeholders					
1.6 Data entered into the AEA database					
1.7 Data transferred to DAE national database in Phnom Penh					
2.0 Complete land use plan including:					
2.1 Data and needs analysis					
2.2 Long term development vision and strategy					
2.3 Projects and resource requirements					
2.4 Program design and budget					
2.5 Approved program					
3.0 Plot allocation					
3.1 Plot demarcation, categorization and plot numbering completed					
3.2 Plot allocation method defined					
3.3 Method and criteria for matching plot and TLR defined					
3.4 Transparent lottery system implemented to define order for drawing to allocate land					
3.5 Results of the lottery properly displayed in public area					
4.0 Infrastructure investment and service needs					

4.1 Priorities for infrastructure investment and service needs defined based on PLUAC Review of the Preliminary SLC Report, AEA Report and Land Use Plan					
4.2 Infrastructure and service needs worksheet has been completed					
4.3 Resource allocation summary sheet completed					
4.4 Commune Council has reviewed and understand the procurement and contract management procedures as outlined in the Commune/Sangkat Fund Project Implementation Manual					
5.0 Settling in assistance					
5.1 Consensus achieved within the Commune Council regarding the contents of the settling in assistance package					
5.2 WFP and Commune Council complete distribution and administrative procedures for 'Food-for-Work' Program					
6.0 Budget and implementation plan					
6.1 Need details of the plan to itemize activities to be checked for approval					

Form 31 - Acquisition Form for Other Essential Inputs

Acquisition Form for Other Essential Inputs

Province:
 District/Khan:
 Commune/Sangkat:
 Number of family members registered under the SLC Program.....

The Commune Council of Commune/Sangkat..... would like to advise the Provincial Land Use Allocation Committee (PLUAC) of District/Khan..... of Province/Municipalthat the Commune Council in collaboration with the Target Land Recipients (TLRs) under the Social Land Concession Program has unanimously come to the conclusion that additional inputs are essential for the TLRs to make the necessary transition into a self-sustaining household under the Social Land Concession Program.

The other essential inputs deemed necessary include the following inputs/services, and the estimated budget according to input.

Other Essential Inputs	Estimated Budget (Rs/\$)	Amount Purchase (units)	Amount/Household
1.			
2.			
3.			
4.			
5.			
6.			
7.			

The purchase of each input will be according to the Procurement and Contract Management guideline as defined in Component 1.

Form 32 - PLUAC Authorization Note - Full SLC Plan

Province:
District/Khan:
Commune/Sangkat:

Kingdom of Cambodia
National Religion King

PLUAC Authorization Note: Full Social Land Concession Plan

The Provincial Land Use Allocation Committee (PLUAC) of District/Khan..... of Province/Municipal.....would like to advise the Commune Council of Commune/Sangkat..... that the Complete Social Land Concession Plan has been (X one):

Approved:
Requires clarification:
Requires revision:

If “Approved”, the Commune Council is advised to proceed immediately with the implementation of the Social Land Concession Plan.

In case clarifications or revisions are required, the PLUAC shall attach a copy of the *Checklist for PLUAC Review of the Complete Social Land Concession Plan* which provides an itemized list of necessary clarifications or revisions. The Commune Council will be required to provide written clarifications no more than one-page in length per issue or submit a modified Preliminary Social Land Concession Report that reflects changes as highlighted in the *Checklist for PLUAC Review of the Complete Social Land Concession Plan*.

The Commune Council will provide clarifications or revisions to the PLUAC within 15 days of receiving this letter. In turn, the PLUAC will provide a response to the Commune Council within 15 days of receiving the clarification or revised Complete Social Land Concession Plan.

Authorized by (print name).....
(signature).....

Date.....

Form 33 - Plot Demarcation Form

Plot Demarcation Form

Province:

District/Khan:

Commune/Sangkat:

Name: Head of Household	Address	Plot No.	Category	Plot Demarcation X° Y' N, X° Y' W

Form 34 - Request Form for Pre-Transfer Access to Land

Request Form for Pre-Transfer Access to Land

Province:
District/Khan:
Commune/Sangkat:

I (name of the head of household)of (address).....request the
Commune Council offor pre-transfer access to plot (plot
number).....which has been allocated to my household, so that we may begin work
exclusively on the allocated plot.

Date of request submission.....

For official use only

Name of Commune Council representative.....
Date of request receipt.....
Date of site visit.....
Plot demarcation.....

Signature acknowledging on-site visit and plot demarcation:

Targeted Land Recipient.....
Commune Council representative.....

Authorization Form for Pre-Transfer Access to Land

Province:
District/Khan:
Commune/Sangkat:

Kingdom of Cambodia
National Religion King

The Commune Council of District/Khan..... of Province/Municipal.....would like to advise (name of Target Land Recipient - TLR)..... that this household is authorized to have pre-transfer access to plot number..... which has been allocated specifically to his/her household. Activities on this plot must be for the explicit purpose of farming and/or establishment of a residence or other activities recognized under the Social Land Concession Plan.

The TLR may only work on a plot specifically allocated to his/her household. The TLR will be allowed to work on other plots, only upon request for assistance from the plot holder, and only if the plot holder has been authorized by the Commune Council for pre-transfer access to his/her plot.

Authorized by (print name).....
(signature).....
Date.....

Land Transfer Contract

Province:
District/Khan:
Commune/Sangkat:
Kingdom of Cambodia
National Religion King

The Commune Council of District/Khan..... of Province/Municipal.....would like to advise (name of Land Recipient - LR)..... that this household is authorized to have full usage rights over plot number..... under the Social Land Concession Program for the purpose of establishing residence for the immediate household of the LR and to farm the land to support the livelihood of the said household. Activities on this plot must be for the explicit purpose of farming and/or establishment of a residence or other activities recognized under the Social Land Concession Plan.

The LR understands and agrees to the terms of usage, their roles and responsibilities as a LR, and penalties which may be imposed on the LR in case of a contract breach. By signing this contract, the LR takes full responsibility as a land recipient and will be bound by terms and conditions outlined under Sub-decree 19 on Social Land Concession. Terms and conditions outline under Sub-decree 19 on Social Land Concession is as follows:

1. Establishment of a Permanent Shelter: If there is no residential structure on social concession residential land, the target land recipient shall build at least any part of a permanent shelter within three (3) months after receiving the land and a family member shall actually and permanently reside on the land at least six (6) months in each year.

2. Cultivation of Land: The target land recipient of a social land concession for family farming shall actually cultivate that land within twelve (12) months after receiving the land and shall continue to utilize the land in accordance with the conditions of the concession program.

3. Rights of Ownership: After correctly complying with the criteria of the social land concession program for five (5) years the target land recipient has the right to ownership of the land and may request ownership title according to procedures determined in the instruction of the Minister of MLMUPC.

4. In Case of Death of the Target Land Recipient: If a target land recipient dies during the implementation of the social land concession program, the successors in the target land recipient’s family may continue to implement the social land concession program to complete five (5) years and shall have the right to ownership of that land.

5. Restrictions on Transfer of Land: The target land recipient may not sell, rent or donate social concession land during the first five (5) years of the implementation of the social land concession program.

6. Confiscation of Land: If a target land recipient fails to meet the occupancy and use conditions, the land shall revert to the state for reallocation.

Authorized by (print name).....
(signature).....
Head of household (target land recipient).....
(signature).....
Date.....

Form 37 - Settling in Assistance Form

Settling in Assistance Form

Province:
 District/Khan:
 Commune/Sangkat:
 Name (Head of Household).....
 Address.....
 Plot No.
 Number of family members registered under the SLC Program.....

Assistance Received		Date Received	Signatures	
			TLR	Commune Council Representative
Farm Implements				
1.2 kg Axe (1)				
Slasher (1)				
2 handled hand saw (1)				
Hoe (1)				
Seeds	Amount Received (kg)			
Rice				
Morning glory				
Long bean				
Black cabbage				
Mustard green				
Chinese cabbage				
Eggplant				
Cucumber				
Lettuce				
Livelihood Support				
Month	Amount received (kg)			
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				

Land Allocation for Social and
Economic Development Project II
(LASED II)

Kingdome of Cambodia
Nationality Religion King

Code number of group.....

Province.....

Date.....Month.....Year.....

Loan Request

Family and First name..... (Male/Female), Nationality Address

.....No ID card.....

No Lot Residential Land.....No Lot Agricultural Land.....

Respect to Group's chief

Objective:

In referring to the objective above, in term of increasing the family income as well as the food security of family, I would like to tell you that our family require.....Riel (In word.....) for

We expect to repay the loan to group in.....

In this case, we hope that the group will agree to loan us as the amount required.

Signature of Husband

Signature of Wife

Form 39 - Template of Business Plan

Kingdome of Cambodia

**Land Allocation for Social and
Economic Development Project II
(LASED II)**

Nationality Religion King

Code number of group.....

Province.....

Date.....Month.....Year.....

Brief Business Plan

Activities to support to purpose of loan (In term to reach to the successful loan, I need to fulfil some following activities with a certain amount of money)	Purpose of loan:			
	Value of loan:			
	Amounts (Riel)	Time to do	Expected Risk	Risk Resolution
Act 1:				
Act 2:				
Act 3:				

Expectation

- How to return the loan to the group? On time late
- If late describe
- Is your plan success? Yes No

Why it is successful?

1. Your products have good market:
2. Good weather:
3. Own experience:
4. Other factors:

Land Allocation for Social and Economic Development Project II (LASED II)

Kingdome of Cambodia Nationality Religion King

Code number of group..... Province.....

CONTRACT

This agreement is made on..... and it is legally represented the agreement between two parties as below.

1. Mr/Mrs.....address..... who get loan from the group in amount..... for.....which from now on he/she is called party 1

2. Mr/Mrs.....whose function in the group is Which is from now on is call as party2

Article1: The validation of contract is worth from.....to.....

Article2: Party 1 will use this money only for..... as detail in business plan.

Article3: The party 1, no exceptional case, must return to loan to party 2 on date as mention in article1.

Article4: If party 1 delay the loan repay in 10 days later than the deadline, he/she will pay% of interest of the value of loan for a day, if the delay is from 20 days to 30days, party 1 will pay.....% of interest of the value of loan for a day. It is not allowed to day the loan repayment more than 30 days.

Article5: Party 2 will bring the loan problem of party1 to consideration with group's leader or within the meeting of the group, in this case, party1 has to respect to all kind group's decision.

Article6: The thump print of these two parties as the legal evident and if one of the parties will not follow to this contract, that party will face to any punishments as determined in the law of king dome of Cambodia,

Thump print of witness1

Thump print of witness2

Thump print of party2

Thump print of party1

Form 41 – Bidding Form for Works Contract of C/S Council

Bidding Form for Works Contract of C/S Council						
Province:		District:		Commune:		
Name of Project						
Bidder's name				ID Card number		
No	Descriptions	Village	Qty	Unit	Unit/Cost	Total
1	REMOVAL OF TREES, STUMPS AND ROOTS			HA.		
2	CUTTING OF BRUSH AND VEGETATION			HA.		
3	REMOVAL OF ROCKS			HA.		
4	LEVELLING OF GROUND			HA.		
5	PLOUGHING			HA.		
6	BOUNDARY MARKING WITH CONCRETE POSTS			POST		
7	ACCESS TRACK CONSTRUCTION			KM		
8	IMPROVED WATER COURSE CROSSINGS			M		
Total Bid Price						

Note:

The Bidder hereby declares that he has read and understood the contract, the drawing and the specifications. The Bidder agrees to construct the work according to the contract, and within the time allowed, and to maintain the works in good condition for 6 months after construction is complete, for a total of.....

Date:.....

Signature of Bidder

Form 42: Sample Loan-Grant Request (individual)

**Land Allocation for Social and
Economic Development Project II
(LASED II)**

**Kingdom of Cambodia
Nationality Religion King**

Code number of group: **Group name:**

Province:

Date: / /

LOAN GRANT REQUEST

Surname and First name: **Sex:** (Male/Female). **Nationality:**

ID card No.: **Address:**

No. of residential lot: **No. of agricultural lot:**

To Mr./Ms., Group leader

Subject:

With reference to the above-mentioned subject, our family would like to apply for a loan grant of
.....Riel (In word.....) to invest in our family's

Basic Livelihood Investment Plan as the per attached file (see **Form 4.3.5.4B**).

Our family will repay the loan grant to the group in accordance with the repayment schedule as the per attachment (see **Table 4.10**).

We hope that the group will review and approve of our application.

Signature/Thumbprint of Applicant: **Signature/Thumbprint of Spouse:**

Form 43: Sample Household's Brief Basic Livelihood Investment Plan (individual)

Land Allocation for Social and
Economic Development Project II
(LASED II)

Kingdom of Cambodia
Nationality Religion King

Code number of group: Group name:

Province.....

Date: / /

HOUSEHOLD'S BRIEF BASIC LIVELIHOOD INVESTMENT PLAN (BLIP)

Member's name:					Spouse's name:			
No.	Type of investment	Cost item	Quantity	Amount, Riel (a)	Income item	Quantity	Amount, Riel (b)	Net, Riel (b - a)
1								
		Sub-total		(c)				(e)
2								
		Sub-total		(d)				(f)
Total		(c + d) = g			(e + f) = h			
Net flow (h)					(h - g)			

Expectation:

Will your plan be successful? Yes No

If Yes, why will it be successful?

1. Your products/services will have good market
2. Weather will be good
3. Your family has experience/knowledge in the products/services
4. Other reasons (explain):

(NB: Group leader should place his/her initial on household detailed basic livelihood investment plan after it was discussed among group members and revised.)

Signature/Thumbprint of Member: Signature/Thumbprint of Spouse:

Form 44: Sample Loan-Grant Agreement (individual)

Land Allocation for Social and Economic Development Project II (LASED II)

Kingdom of Cambodia Nationality Religion King

Code number of group: Group name:

Province:

Date: / /

LOAN GRANT AGREEMENT

This agreement is executed on (day) (month) (year) at (place)

Between:

1. Mr./Ms. Address:

..... who gets a loan from the group in the amount for..... hereinafter, is called Party A

And,

2. Mr./Ms. who is (function in the group)

hereinafter, is called Party B

IN WITNESSETH AS FOLLOWS:

Article 1: The agreement is effective from / / to / /

Article 2: Party A will use this loan only for in accordance with his/her loan request dated / / and the attachments thereof.

Article 3: Party A, with no exception and without delay, shall repay the loan according to the loan repayment schedule attached to the loan request dated / / and fully repay the loan to Party B no later than the date stipulated in Article 1 above.

Article 4: If Party A delay the loan repayment ten (10) days, twenty (20) days and thirty (30) days beyond the deadline, he/she shall pay, respectively, an interest of percent/day, percent/day, and percent/day on the remaining value of the loan principal. The delay in repayment is not allowed for more than 30 days beyond the deadline.

Article 5: Party B shall bring the loan repayment problem of Party A to the attention of the group at the group meeting for group's decision. Party A shall abide by all decision points of the group. Should he/she not abide by the group's decision, he/she shall be sanctioned from future loan.

IN WITNESSES WHEREOF the parties hereto have executed this agreement as of (day) (month) (year)

In case of any misunderstanding, dispute or discrepancy in performance, all parties are committed to resolving it amicably.

Signature/thumbprint (witness A)

Signature/thumbprint (witness B)

Signature/thumbprint (Party B)

Signature/thumbprint (Party A)

Form 45: Seed Grant or CDF Grant Request (from group leader to LASED II)

**Kingdom of Cambodia
Nationality Religion King**

**Land Allocation for Social and
Economic Development Project II
(LASED II)**

Code number of group: **Group name:**

Province:

Date: / /

SEED GRANT REQUEST

To: Project Director, LASED II

Through: VAB/AC/CU

Subject: Application for Seed Grant

We are hereby applying for a Seed Grant of USD (in word)
from the LASED II. We have successfully completed meetings and mobilized savings of KHR (in word). The particulars of our group are provided below:

Name of the group:

SLC site:

Commune:

District:

No. of members:

Total savings:

No. of meetings held:

Registration No. (Deika Khum No.):

Bank Name:

Bank Account No. :

Bank Address: _____

We have requested the Seed Grant to fund our members' BLIPs as summarised in the per attached Group Investment Plan (GIP). Total fund required for our GIP is KHR.

Sources of Funds for GIP:

Group's own funds: KHR

Seed grant being requested: KHR

Bank/MFI loan: KHR

Please find enclosed GIP of our group and BLIPs of members.

Community Development Facilitator/Community Agribusiness Facilitator:

Group Leader

Secretary

Treasurer

For Project use only

Group rating score:

No. of members:

Group capital:

Size of grant:

Technical assistance:

Environmental assessment:
.....
.....
.....
.....

Social assessment:
.....
.....
.....
.....

Recommendation to Grant Committee:
.....

Signature of the Appointed Project Officer:

Grant Committee's observations and sanction:
.....

Form 46: Summary Group Investment Plan (from group leader to LASED II)

**Land Allocation for Social and
Economic Development Project II
(LASED II)**

**Kingdom of Cambodia
Nationality Religion King**

Code number of group: **Group name:**

Province:

Date: / /

SUMMARY GROUP INVESTMENT PLAN (GIP)

No.	Member's name	Spouse's name	Proposed activity	Total investment, KHR	Loan required, KHR	Repayment period/No. of instalments	Repayment		
							Principal, KHR	Interest, KHR	Total, KHR
1									
2									
3									
4									
5									
Total									

Funding sources

Group's own fund: KHR

Seed grant: KHR

Bank/MFI loan: KHR

Total: KHR

Land Allocation for Social and Economic Development Project II (LASED II)

Kingdom of Cambodia Nationality Religion King

TRIPARTITE GRANT AGREEMENT

This agreement is executed on (day) (month) (year) at (place)

Between:

- 1. Land Allocation for Social and Economic Development II (LASED II) represented by the National Committee for Democratic Development Secretariat (NCDDSD) located in Building in the Ministry of Interior's complex at No., Norodom Blvd., Phnom Penh, Kingdom of Cambodia, hereinafter called Party A.
2. Village Administrative Body/Agricultural Cooperative/Cooperative Union (name) registered under the Law on Agricultural Cooperative with Registration No. located at (address) hereinafter called Party B.

And,

- 3. (group's name) registered under Deika Khum No. located at (address) hereinafter called Party C.

NOW THIS DEED WITNESSETH AS FOLLOWS:

Article 1: Party A shall release the seed grant at the amount approved by the Grant Committee as per request made by Party C through Party B dated / / to Party C's Bank Account.

Article 2: Party A shall retain full right to monitor the process and utilization of the seed grant, and audit Party C's bank account or get a financial statement from Party C's bank or MFI to verify Party C's transactions (i.e., settlement of principal and interest.)

Article 3: Party B shall ensure that Party C utilize the seed grant according to the loan grant request of Party C dated / /

Article 4: Party B shall monitor the utilization of the seed grant by Party C against its summary GIP that was attached to Party C's loan grant request dated / / and review and verify all financial records kept by Party C.

Article 5: Party B shall mediate and resolve any conflict that may arise within Party C or amongst members of Party C regarding utilization and management of the loan grant.

Article 6: Party B shall file regular report to Party A on results of Party B's monitoring and review works over Party C's grant utilization and financial management and on progress of seed grant repayment of Party C.

Article 7: Party C shall issue to Party A a certificate of acknowledgement of receipt of the seed grant ten (10) days following the receipt of the seed grant.

Article 8: Party C shall ensure that Party C's members utilize the loan grant according to the loan grant request Party C made through Party B dated / /

Article 9: Party C shall keep accurate records of the utilization of the seed grant, and make them available at all time for Party A's auditing purpose and for Party B's review.

Article 10: Party C shall attempt to address and resolve any issue or conflict over utilization and management of the loan grant amongst its members in an amicable fashion. If such issue or conflict cannot be resolved, it shall be reported to Party B for intervention/resolution.

Article 11: Party C shall fully repay the loan grant by (day) (month) (year) and the repayment shall be credited to Party B's Bank Account. The repayment shall include the principal plus interest as reflected in Party C's summary GIP attached to Party C's loan grant request dated / /

Article 12: No delay in repayment is allowed unless otherwise agreed upon by all the three parties in writing.

Article 13: In case of any misunderstanding, dispute or discrepancy in performance, all parties are committed to resolving it amicably.

IN WITNESSES WHEREOF the parties hereto have executed this agreement as of (day) (month) (year)

_____ For Party A

_____ For Party B

_____ For Party C

_____ Witness A

_____ Witness B

Form 48: Grant Acknowledgement Certificate (by group)

**Land Allocation for Social and
Economic Development Project II
(LASED II)**

**Kingdom of Cambodia
Nationality Religion King**

Province:

Date: / /

SEED GRANT or CFD GRANT ACKNOWLEDGEMENT CERTIFICATE

Name of the group:

Group code:

SLC site:

Commune:

District:

Seed Grant received (amount): KHR (in word

.....

Date of Seed Grant credited into Bank Account: / /

Group Leader

Secretary

Treasurer

Form 49: CFD Grant Request (by cooperative)

Kingdom of Cambodia
Nationality Religion King

Land Allocation for Social and
Economic Development Project II
(LASED II)

Code number of AC/CU: AC/CU name:

Province:

Date: / /

CFD GRANT REQUEST

To: Project Director, LASED II

Through: Provincial LASED II Manager

Subject: Application for CFD Grant

We are hereby applying for a CFD Grant of KHR (in word)
from the LASED II. We have successfully completed meetings and mobilized KHR (in word
.....) from savings, membership fees and sales of shares. The particulars of our
AC/CU are provided below:

Name of the AC/CU:

SLC site:

Commune:

District:

No. of members:

Total capital:

No. of meetings held:

Registration No.:

Bank Name:

Bank Account No. :

Bank Address:

We have requested the CDF Grant to fund our CLIP as summarised in the attached file. Total fund required for our
CLIP is KHR.

Funding sources for CLIP:

AC/CU's own funds: KHR

CFD grant being requested: KHR

Bank/MFI loan: KHR

Community Development Facilitator/Community Agribusiness Facilitator:

Executive Director

For Project use only

AC/CU governance status:

No. of members:

AC/CU capital:

Size of grant:

Technical assistance:

Environmental assessment:

.....

Social assessment:

.....

Economic assessment (NPV, BCR, IRR and N/K for respective sub-project):

.....

Recommendation to Grant Committee:

Signature of the Appointed Project Officer:

Grant Committee's observations and sanction:

Form 50: Brief CLIP

Kingdom of Cambodia
Nationality Religion King

**Land Allocation for Social and
Economic Development Project II
(LASED II)**

Code number of group: **Group name:**

Province.....

Date: / /

BRIEF COMMUNITY LEVEL INVESTMENT PLAN (CLIP)

Time period	Month 1	Month 2	Month N
INCOME					
Operating income					
Sub-project ³⁴ 1					
Sub-project 2					
Total Operating Income					
Non-Operating Income					
Interest income					
Rental income					
Donations received					
Other					
Total Non-Operating Income					
TOTAL OPERATING INCOME					
EXPENSES					
Operating Expenses					
Depreciation					
Interest expenses					
Maintenance and Repairs					
Office supplies					
Technical assistance fees					
Member incentives/salaries					
Wages					
Rent					
Telephone					
Travel-related expenses					
Other					
Total Operating Expenses					
Non-Recurring Expenses					
Furniture, equipment, telephone set, computer, etc.					
Donations given					
Other					
Total Non-Recurring Expenses					
TOTAL OPERATING EXPENSES					
Net Income before Tax					
Income Tax Expenses					
NET INCOME					

Funding sources

Cooperative's own fund: KHR

CFD grant: KHR

³⁴ It is called a sub-project because it is a project of LASED II Project.

Bank/MFI loan: KHR

Total: KHR

Executive Director

Land Allocation for Social and Economic Development Project II (LASED II)

Kingdom of Cambodia Nationality Religion King

TRIPARTITE GRANT AGREEMENT

This agreement is executed on (day) (month) (year) at (place)

Between:

- 1. Land Allocation for Social and Economic Development II (LASED II) represented by the National Committee for Democratic Development Secretariat (NCCDS) located in Building in the Ministry of Interior's complex at No., Norodom Blvd., Phnom Penh, Kingdom of Cambodia, hereinafter called Party A.
2. General Directorate of Agriculture (GDA) located at hereinafter called Party B.

And,

- 3. Agricultural Cooperative/Cooperative Union (name) registered under the Law on Agricultural Cooperative with Registration No. located at (address) hereinafter called Party C.

NOW THIS DEED WITNESSETH AS FOLLOWS:

- Article 1: Party A shall release the CFD grant at the amount approved by the Grant Committee as per request made by Party B dated / / to Party B's Bank Account.
Article 2: Party A shall retain full right to monitor the process and utilization of the CFD grant, and audit Party B's bank account or get a financial statement from Party B's bank or MFI to verify Party B's transactions (i.e., settlement of principal and interest.)
Article 4: Party B shall monitor the utilization of the CFD grant by Party C against its summary CLIP that was attached to the CFD loan grant request dated / / and review and verify all financial records kept by Party C.
Article 5: Party B shall mediate and resolve any conflict that may arise within Party C or amongst members of Party C regarding utilization and management of the CFD loan grant.
Article 6: Party B shall provide necessary capacity building to Party C in aspects where Party B finds weaknesses.
Article 7: Party C shall issue to Party A a certificate of acknowledgement of receipt of the CFD grant ten (10) days following the receipt of the CFD grant.
Article 8: Party C shall ensure that the CFD grant is used according to the CLIP and the loan grant request submitted to Party A dated / /
Article 9: Party C shall keep accurate records of the utilization of the CFD grant and make them available at all time for Party A's auditing purpose and for Party B's review.

Article 10: Party C shall attempt to address and resolve any issue or conflict over utilization and management of the CFD grant amongst its members in an amicable fashion. If such issue or conflict cannot be resolved, it shall be reported to Party B for intervention/resolution.

Article 11: Party C shall file regular report to Party A copied to Party B on status of the CFD grant utilization and financial management and on progress of the CFD grant repayment.

Article 12: Party C shall ensure that the CFD grant is fully repaid and credited to its Bank Account by (day) (month) (year) The repayment shall include the principal plus interest as reflected in Party C’s summary CLIP attached to Party C’s CFD grant request dated / /

Article 13: No delay in repayment is allowed unless otherwise agreed upon by all the parties in writing.

Article 14: In case of any misunderstanding, dispute or discrepancy in performance, all parties are committed to resolving it amicably.

IN WITNESSES WHEREOF the parties hereto have executed this agreement as of (day) (month) (year)

For Party A

For Party B

For Party C

Witness A

Witness B

Form 52: CFD Grant Acknowledgement Certificate (by cooperative)

**Land Allocation for Social and
Economic Development Project II
(LASED II)**

**Kingdom of Cambodia
Nationality Religion King**

Province:

Date: / /

CFD GRANT ACKNOWLEDGEMENT CERTIFICATE

Name of the AC/CU:

AC/CU Registration No.:

SLC site:

Commune:

District:

CFD Grant received (amount): KHR (in word

.....

Date of CFD Grant credited into Bank Account: / /

Date: / /

Executive Director

Form 53: Brief GIP (for common interest group)

Land Allocation for Social and
Economic Development Project II
(LASED II)

Kingdom of Cambodia
Nationality Religion King

Code number of group: Group name:

Province.....

Date: / /

BRIEF GROUP INVESTMENT PLAN (GIP)

Name of group's head:								
No.	Type of sub-project ³⁵	Cost item	Quantity	Amount, Riel (a)	Income item	Quantity	Amount, Riel (b)	Net, Riel (b - a)
1								
		Sub-total			(c)			(e)
2								
		Sub-total			(d)			(f)
Total			(c + d) = g			(e + f) = h		
Net flow (h)			(h - g)					

No.	Member's name	Sex	Date of birth	Agricultural lot ID
1				
2				
3				
4				
5				
7				

Expectation:

Will your group's plan be successful? Yes No

If Yes, why will it be successful?

5. Your group's products/services will have good market
6. Weather will be good
7. Your group has experience/knowledge in the products/services
8. Other reasons (explain):

Funding sources

Group's own fund: KHR

CFD grant: KHR

Bank/MFI loan: KHR

Total: KHR

_____ **Group's Head**

_____ **Member**

_____ **Member**

³⁵ It is called a sub-project because it is a project of LASED II Project.