



Grant Assistance Report

Project Number: 41054-01
October 2007

Proposed Grant Assistance
Kingdom of Cambodia: Building Community
Capacity for Poverty Reduction Initiatives
in the Tonle Sap Basin
(Financed by the Japan Fund for Poverty Reduction)

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 30 September 2007)

Currency Unit	–	riel (KR)
KR1.00	=	\$0.000245
\$1.00	=	KR4,081

ABBREVIATIONS

ADB	–	Asian Development Bank
CARD	–	Council for Agricultural and Rural Development
CARM	–	Cambodia Resident Mission
CBNRM-LI	–	Community Based Natural Resource Management Learning Institute
CDRI	–	Cambodia Development Resource Institute
CPS	–	Country Partnership Strategy
CPSU	–	Country Partnership Strategy Update
GIM	–	Grant Implementation Manual
EA	–	Executing Agency
IA	–	implementing agency
JFPR	–	Japan Fund for Poverty Reduction
NWISP	–	North West Irrigation Sector Project
NGO	–	nongovernment organization
PMU	–	project management unit
SERD	–	Southeast Asia Department
SEAE	–	Agriculture, Environment and Natural Resources Division
TA	–	technical assistance
TSC	–	Tonle Sap Center
TSEMP	–	Tonle Sap Environmental Management Project
TSI	–	Tonle Sap Initiative
TSICU	–	Tonle Sap Initiative Coordination Unit
TSI-LRC	–	Tonle Sap Initiative Learning Resource Center
TSLRD	–	Tonle Sap Lowland Rural Development Project
TSPWMP	–	Tonle Sap Participatory Watershed Management Project
TSRWSSSP	–	Tonle Sap Rural Water Supply and Sanitation Sector Project
TSSLP	–	Tonle Sap Sustainable Livelihoods Project
UNDP	–	United Nations Development Programme

NOTES

- (i) The fiscal year of the Government of Cambodia ends on 31 December.
(ii) In this report, "\$" refers to US dollars.

Vice President	C. Lawrence Greenwood, Jr., Operations 2
Director General	A. Thapan, Southeast Asia Department, (SERD)
Director	U. Malik, Agriculture, Environment, and Natural Resources Division, SERD
Team leader	M. Ahmed, Senior Agricultural Economist, SERD

JAPAN FUND FOR POVERTY REDUCTION (JFPR)
JFPR GRANT PROPOSAL

I. Basic Data

Name of Proposed Activity	Building Community Capacity for Poverty Reduction Initiatives in the Tonle Sap Basin
Country	Cambodia
Grant Amount Requested	\$1.5 million
Project Duration	3 years (1 November 2007–31 October 2010)
Regional Grant	<input type="radio"/> Yes / <input checked="" type="radio"/> No
Grant Type	<input type="radio"/> Project / <input checked="" type="radio"/> Capacity Building

II. Grant Development Objective and Expected Key Performance Indicators

Grant Development Objective:

The main objective of the proposed JFPR assistance is to support capacity development of the communities and community organizations that are or will be beneficiaries/participants in the four major poverty reduction projects in the Tonle Sap Basin. Specifically, the Project will support training, demonstration, and knowledge sharing with the community leaders, community organizations, and appropriate government staff so that the community can participate effectively in the poverty reduction initiatives under the four Tonle Sap Initiative (TSI) projects.

ADB's Country Partnership Strategy (CPS) 2005–2009 for Cambodia targets broad-based economic growth, inclusive social development, and good governance with a focus on poverty reduction in the Tonle Sap Basin. An integrated program of assistance comprises the TSI, which includes four major poverty reduction loan and grant projects: Tonle Sap Environmental Management Project (TSEMP), Tonle Sap Sustainable Livelihoods Project (TSSLP), Tonle Sap Lowland Rural Development Project (TSLRDP), and Tonle Sap Participatory Watershed Management Project (TSWMP). Two additional loan and grant projects addressing irrigation and health concerns are also linked to the poverty reduction initiatives in the Tonle Sap Basin. These are the North West Irrigation Sector Project, and the Tonle Sap Rural Water Supply and Sanitation Sector Project. The TSI poverty reduction projects in the Tonle Sap Basin rely heavily on community participation and community-driven development. However, poor communities around the lake are generally known to have weak community organizations, to lack social cohesion, and to have little experience in participatory approaches to sustainable development. Hence, building the community's capacity through the proposed JFPR grant will be crucial to accelerate poverty reduction in the Tonle Sap Basin.

The project will target a cross section of community organizations such as community fishery and flooded forest organizations, and women's committee in the 37 communes under the TSSLP, including communes in which fisheries organizations have been established under the TSEMP.

Expected Key Performance Indicators:

- (i) Community consensus on participation and decision making on poverty reduction is achieved.
- (ii) Poverty reduction action plans are developed and implemented by community organizations.
- (iii) Knowledge of and lessons from poverty reduction interventions are disseminated in an appropriate structure to policy stakeholders and end-users.
- (iv) The TSI secretariat functions are transferred to an appropriate government agency.

III. Grant Categories of Expenditure, Amounts, and Percentage of Expenditures

Category	Amount of Grant Allocated (\$)	Percentage of Expenditures
1. Equipment and Supplies	88,000	5.87
2. Training, Workshops, Seminars	411,000	27.40
3. Consulting Services	333,000	22.20
4. Grant Management/Operational Cost	445,072	29.67
5. Other Inputs	72,928	4.86
6. Contingency	150,000	10.00
Total	1,500,000	100
Incremental Cost	75,000	5

JAPAN FUND FOR POVERTY REDUCTION

**JFPR Grant Proposal
Background Information**

A. Other Data	
Date of Submission of Application	1 March 2007
Project Officer	M. Ahmed, Senior Agricultural Economist
Project Officer's Division, E-mail, Phone	Agriculture, Environment, and Natural Resources Division (SEAE), Southeast Asia Department akmahmed@adb.org, Tel. (63-2) 632-6771
Other Staff Who Will Need Access to Edit and/or Review the Report	Director, SEAE
Sector	Law, economic management, and public policy
Subsector	Economic management
Themes	Capacity development; governance; inclusive social development
Subthemes	Client relations, network, and partnership development; civil society participation; vulnerable groups
Targeting Classification	Targeted intervention-geographical (TI-G)
Was JFPR Seed Money used to prepare this grant proposal?	No
Have SRC comments been reflected in the proposal?	Yes
Name of Associated ADB-Financed Operations	The Tonle Sap Initiative (TSI) ¹
Executing Agency	Council for Agricultural and Rural Development (CARD) 41 Russian Federation Blvd, Phnom Penh, Cambodia Tel: (855) 23 880 007 / Fax: (855) 23 880 007
Grant Implementing Agencies	Cambodia Development Resource Institute 56 Street 315, Tuol Kork, Phnom Penh, Cambodia Larry Strange, larry@cdri.forum.org.kh Tel. (855-23) 881 701, Fax. (855-23) 880 734 Community-Based Natural Resource Management Learning Institute (CBNRM-LI) 38, Street 9, Tonle Bassac, Phnom Penh, Cambodia Ken Serey Rotha, sereyrotha@everyday.com.kh Tel. (855-23) 224 171 Tonle Sap Initiative Coordination Unit (TSICU) Cambodia Resident Mission of the Asian Development Bank (ADB) 29, Suramarit Blvd., Sangkat Chaktomuk, Phnom Cambodia Tel. (855-23) 215 805, 215 806, 216 417 ext 236

¹ The Tonle Sap Environmental Management Project (TSEMP), Tonle Sap Sustainable Livelihoods Project (TSSLP), Tonle Sap Lowland Rural Development Project (TSLRDP), Tonle Sap Rural Water Supply and Sanitation Sector Project (TSRWSSSP), North West Irrigation Sector Project (NWISP), and Tonle Sap Participatory Watershed Management Project (TSPWMP).

B. Details of the Proposed Grant

1. Description of the Components, Monitorable Deliverables and/or Outcomes, and Implementation Timetable

Component 1	
Component Name	Strengthening Capacity of Communes, Community Organizations, and Government Extension Staff
Cost (\$)	672,640
Component Description	<p>This component will strengthen the capacity of communes and community organizations to identify, design, and implement effective poverty reduction interventions in the project areas of the four major poverty reduction projects of the TSI. The initial focus of the project will be on the 37 communities under the TSSLP (Grant 0034/0035), including communes in which community fisheries organizations were established under the TSEMP (Loan 1939). The focus will then shift to communes to be targeted under the pipelined TSLRDP and TSWMP. Specifically, poor communities and community organizations such as village pagoda committees, village women's committees, community fisheries, and forestry organizations will be targeted for capacity-building activities. In addition, the capacity of government extension staff at district and provincial levels, who will play vital roles in support of the poverty reduction and resource conservation efforts of the TSI projects, will also be strengthened through their involvement in the design and implementation of community-level capacity-building and skills development activities. These locally developed capacity-building experiences and course material will be documented, widely disseminated, and made available for use by development partners, civil society, and nongovernment organizations (NGOs) in the Tonle Sap Basin. The component will develop and deliver a comprehensive program of capacity building, extending in scope and coverage the achievements realized in Capacity Building for the Tonle Sap Poverty Reduction Initiative (TA 4376-CAM).² The Community-Based Natural Resource Management Learning Institute (CBNRM-LI), working closely with the Cambodia Development Resource Institute (CDRI) and provincial-level government extension agencies, will implement the component.</p> <p>Activities will include (i) reviewing the poverty reduction intervention plans of the four poverty reduction loan and grant projects, namely TSEMP, TSSLP, TSLRDP, and TSWMP under the TSI; (ii) identifying a reasonable cross section of communities and community organizations that can be targeted for capacity building; (iii) assessing the deficiencies in skills and knowledge that limit the target communities' and target groups'</p>

² ADB. 2004. *Technical Assistance to the Kingdom of Cambodia for Capacity Building for the Tonle Sap Poverty Reduction Initiative*. Manila.

Component 1	
	<p>abilities to participate in poverty reduction projects; (iv) identifying the tool kit needed to build capacity at different levels and for different groups; (v) put available and newly generated tool kits into formats appropriate to different target groups; (vi) designing and delivering practical training, workshops, and demonstrations; (vii) monitoring efficiency and effectiveness of training, workshops, and demonstrated activities through participatory evaluations; and (viii) revising the contents and delivery modalities, as necessary, for continuous improvement. The approach and methodology used for capacity building will continue the adaptive learning process used in TA 4376 based on action-reflection-learning. This utilizes a learning process covering (i) situational analysis and training needs assessment; (ii) training design; (iii) training implementation; and (iv) post-training evaluation and impact assessment, modification, and improvement.</p>
<p>Monitorable Deliverables and/or Outputs</p>	<p>Delivery would be by the existing capacity-building team of CBNRM-LI, created under TA 4376 and supported by knowledge and information provided by Tonle Sap Initiative Learning Resource Center (TSI-LRC) established at CDRI. The monitoring and evaluation system developed under TA 4376 will be implemented through the management of CBNRM-LI supported by the Tonle Sap Initiative Coordination Unit (TSICU). The deliverables that can be monitored will comprise</p> <ul style="list-style-type: none"> (i) training needs analyses conducted at provincial, commune, and community levels in the Tonle Sap Basin; (ii) training modules³ developed under TA 4376 revised to address the capacity-building needs of the poverty reduction projects of the TSI with emphasis on TSSLP and TSLSP, incorporating additional knowledge where needed from component 2; (iii) established mechanisms for exchanges with government extension staff, TSI-LRC, and other relevant organizations. They will include training and workshops on participatory watershed management conducted with the involvement of provincial and district government staff; (iv) development of up to three further modules as indicated by the training needs analysis and supported by knowledge disseminated from component 2; (v) delivery of about 150 courses providing 22,500 person-training days to the communities and community organizations in the project areas of TSI poverty reduction projects, together with related district and provincial staff;

³ The modules are (i) natural resource management and planning (at all levels), (ii) leadership and community organizing (at commune and community levels), (iii) networking and partnership building (at all levels), (iv) project management (at provincial level), (v) proposal writing (at provincial level), and (vi) report writing (at commune and community levels).

Component 1	
	<ul style="list-style-type: none"> (vi) evaluation of each course delivered; (vii) community poverty reduction action plan developed and implemented by community organizations; (viii) three annual national workshops with 150 participants each; (ix) up to 15 provincial workshops with approximately 100 participants to be organized jointly with component 2; and (x) report enumerating the accomplishments of the above.
Implementation of Major Activities: Number of Months for Grant Activities	CBNRM-LI will be the Implementing Agency (IA) for component 1, but it will be working in close coordination with CDRI/TSI-LRC. Training needs analysis and course contents development: 6 months; course delivery: 30 months

Component 2	
Component Name	Managing and Disseminating Knowledge for Poverty Reduction
Cost (\$)	344,160
Component Description	<p>This component is designed to manage and disseminate knowledge to community leaders of poor communities, and civil society and government officials who work closely with them. The National Deconcentration and Decentralization Program is devolving responsibility for development decisions and project implementation to subnational (provincial, district, and commune) authorities and officials. Information and knowledge on poverty reduction and sustainable development in the Cambodian language and in products/media/formats easily understood by local officials are important tools that the newly empowered officials can use for implementing the poverty reduction projects. TSI-LRC, established at CDRI under TA 4376 will implement this component in close cooperation with the Council for Agricultural and Rural Development (CARD). The TSI-LRC will be strengthened and expanded to become the Tonle Sap Center (TSC), which will be the focal point for the management and dissemination of knowledge essential to poverty reduction and natural resource conservation in the Tonle Sap Basin. A starting point for TSI-LRC will be the recently completed participatory poverty assessment of the Tonle Sap.⁴ Both CDRI and CBNRM-LI have had inputs into the study, which has generated a wealth of knowledge on poverty in the Tonle Sap Basin. Once in place, TSC will house the Tonle Sap Environmental Database upon conclusion of the TSEMP.</p> <p>Further, knowledge gaps that may be identified will be filled by baseline surveys. Baseline surveys will be conducted on existing skills and capacities of the target communities, and the</p>

⁴ ADB. 2003. *Technical Assistance to the Kingdom of Cambodia for Participatory Poverty Assessment of the Tonle Sap*. Manila (TA 4283-CAM).

Component 2	
	<p>poverty status and determinants of poverty that have direct applicability and relevance to poverty reduction activities. The baseline study will examine existing skills and gaps in capacities at the household level; on the other hand, the training needs assessment under component 1 will focus on community organizations and occupational groups. The baseline study will also be used to address the gaps that were heightened by the devolution and deconcentration of roles within institutions and communes. However, the two sets of assessment can be coordinated during implementation. The results of baseline surveys will be synthesized and formatted into materials that can be utilized for capacity building at all levels. They may range from short policy briefing papers to course materials for delivery to community leaders.</p> <p>The outreach and dissemination function of TSC will include the production of high-quality written materials in both the English and Khmer languages, and presentations at dissemination workshops and forums. TSC will facilitate round-table discussions and policy dialogues with key stakeholders at all levels of the administration, policymakers, and the development community, and promote other innovative ways of sharing information at all levels of society. CDRI will work with CBNRM-LI in developing and delivering the outreach and dissemination materials. Japanese NGOs will be engaged where they have expertise in related fields of knowledge dissemination. Beyond Cambodia, TSC will further network knowledge by leveraging CDRI's partnerships in the Greater Mekong Subregion and the broader Asia and Pacific region, including through the Development Analysis Network.⁵</p>
Monitorable Deliverables and/or Outputs	<p>Specialist staff of CDRI and TSC, some of whom have worked on TA 4283⁶ will be responsible for the component's outputs. The management of CDRI supported by TSICU, under the supervision of the ADB officer responsible for the Project, will monitor the delivery of the component's outputs.</p> <ul style="list-style-type: none"> (i) Knowledge required to build the capacity for poverty reduction and resource management is identified in collaboration with CBNRM-LI and formatted appropriately for use in capacity development at all relevant levels. (ii) Information and data required to address knowledge gaps such as baseline surveys are collected and synthesized, and together with CBNRM-LI, formatted as input to training materials at relevant levels. (iii) New knowledge is widely disseminated as part of the outreach and dissemination activities of TSC through, among others,

⁵ The Development Analysis Network is a network of seven institutions from Cambodia, Lao People's Democratic Republic, Thailand, and Viet Nam, that is coordinated by CDRI with the support of the Rockefeller Foundation.

⁶ Footnote 4.

Component 2	
	<ul style="list-style-type: none"> ▪ published monographs; ▪ briefing papers of 2–3 pages produced from the monographs for discussion at roundtables; ▪ 4–5 roundtables with 200 participants each over 2 years to facilitate public discourse between the government, aid agencies, and civil society; ▪ dissemination and outreach during the 15 provincial workshops with approximately 100 participants each for the commune and community leaders in project areas of the four major poverty reduction projects of the TSI to be organized, as much as possible, jointly with component 1; and ▪ outreach through the ADB website, CDRI website, links to TSI projects websites, and other online and web-based services of TSC. <p>(iv) Dialogue is concluded on the relocation of the Tonle Sap Environmental Database to TSC on conclusion of the TSEMP, and appropriate action is taken.</p>
Implementation of Major Activities: Number of Months for Grant Activities	CDRI, through TSC and in close cooperation with CBNRM-LI, will be responsible for implementing component 2. Structuring of the knowledge base and identification of knowledge gaps: 6 months; generation and dissemination of knowledge: 30 months

Component 3	
Component Name	Strengthening Partnerships and Coordination, and Project Management
Cost (\$)	483,200
Component Description	<p>The component will expand the role of TSICU to strengthen partnerships and coordination in the Tonle Sap Basin. It will identify and develop an approach for accelerating poverty reduction that leverages inputs from many partners and stakeholders.</p> <p>TSICU will continue to act as the secretariat for the TSI, in particular for the major loan/grant poverty reduction projects. It will support the Technical Working Group for the TSI, a high-level interministerial committee chaired by CARD. It will assist CARD in coordinating regular and interagency meeting and roundtable discussions, disseminate poverty-related findings and concerns at the community level, and communicate advice and directives from the Council of Ministers or other higher policy making bodies. In addition, it will further and deepen the process of dialogue and consensus building among multiple agencies concerned with the TSI that will emanate from the National Forum on the TSI held in March 2007, where the Prime Minister of Cambodia presided and high-level policymakers were in attendance. TSICU will coordinate with development partners to develop a sector-wide approach for the Tonle Sap Basin. Finally, a web-based information platform</p>

Component 3	
	<p>for TSI coordination will be established in CARD in support of its coordinating function. CARD is expected to have acquired substantial strength at the end of the Project to become the secretariat for TSI. It has positioned itself as the national focal point and coordination unit for Tonle Sap, and performed a significant policy-influencing role for poverty reduction in the Tonle Sap Basin. TSICU will prepare guidelines and procedures for the operation of the TSI secretariat.</p> <p>In addition, TSICU will provide technical guidance; grant management support to all IAs, and serve as the project management unit (PMU).</p>
<p>Monitorable Deliverables and/or Outputs</p>	<p>Monitorable outputs from the component will be</p> <ul style="list-style-type: none"> (i) a minimum of 18 technical coordination meetings organized and conducted, each addressing a technical theme common to all or a number of TSI projects; (ii) a minimum of 12 meetings of the Government's TSI Technical Working Group supported by assistance with agendas, minutes, and dissemination of advice and directives to TSI stakeholders; (iii) organization of at least three high-level policy forums on the TSI involving senior national and provincial Government officials, ADB, bilateral and multilateral agencies, and civil society,; (iv) annual reports circulated to all stakeholders involved in the TSI indicating issues, challenges, and successes in effecting integration among projects on the poverty reduction interventions; (v) annual reports to executing agencies and IAs addressing issues and challenges and fostering ownership of the TSI; (vi) a minimum of 12 meetings held with development partners having interest and/or involvement in the Tonle Sap Basin to achieve broader aid agency involvement in the TSI; and (vii) establishment of a web-based information platform in CARD.
<p>Implementation of Major Activities: Number of Months for Grant Activities</p>	<p>TSICU, in conjunction with CARD, will be the IA for component 3. Planning, managing, and administering: 36 months</p>

2. Financing Plan for Proposed Grant to Be Supported by JFPR

Funding Source	Amount (\$)
JFPR	1.5 million
Government	0.25 million (in kind)
Other Sources	0.1 million (CDRI, in kind)
Total	1.85 million

3. Background

1. The Tonle Sap ecosystem⁷ is (i) the main source of animal protein for much of the population of Cambodia, owing to the productive fisheries of the Tonle Sap; (ii) a direct and irreplaceable source of livelihood for more than one million people living on and around the Tonle Sap; (iii) a seasonal breeding and nursery ground and forage area for fish that subsequently migrate to the Mekong River, and (iv) an environmental hot spot of global significance. The Tonle Sap Basin⁸ is also a reservoir from which water drains in the dry season, to control salinity intrusion and conserve mangrove in the Mekong delta. However, high population growth is increasing the number of people to feed, and consumptive use of the Tonle Sap Basin's resources is intense. Threats to the Tonle Sap include overexploitation of fisheries and wildlife resources, and dry season encroachment and land clearance of the flooded forest. Degradation of natural vegetation in the watersheds destroys habitats, resulting in deterioration of water and soil quality and increased siltation rates. For this reason, most indicators of poverty in the Basin are even more negative than those that characterize the national population as a whole despite the inherent richness of the lake.

2. The Country Strategy and Program Update (CSPU) 2006–2008 highlights the Tonle Sap Basin in line with (i) the Country Strategy and Program (CSP) 2005–2009; (ii) the National Strategic Development Plan 2006–2010; (iii) the Rectangular Strategy for Growth, Employment, Equity, and Efficiency in Cambodia, 2004; (iv) the goals of the United Nations Millennium Declaration; and (v) Cambodia's international obligations vis-à-vis the Tonle Sap. In 2003, ADB finalized the Tonle Sap Basin strategy, giving a geographical focus to ADB's CSP 2005–2009.⁹ The suite of loan, grant, and TA projects that will execute the strategy is the TSI, a partnership of organizations and people working to meet the poverty and environment challenges of the Tonle Sap. At the center of the practical expression of the strategy is the recognition of a broad ecological zoning of the Basin and the formulation and implementation of four major projects to address the concerns specific to each zone. These four pillars constitute the foundations for implementing the strategy, with each pillar joining the next to support a cohesive long-term program. They are buttressed by a comprehensive suite of technical assistance (TA) projects, which address the matters needed to ensure that the planned holistic conservation and development can take place. Hence, the suite of projects addresses five key areas: (i)

⁷ The Tonle Sap ecosystem is the permanent core area of the Tonle Sap and its surrounding floodplains, within the boundaries constituted by the upper flood lines. It includes the Tonle Sap River, its branches, and floodplains.

⁸ The Tonle Sap Basin, defined as the catchment of the Tonle Sap River at its confluence with the Mekong River, has an area of 85,000 square kilometers, of which 80,000 square kilometers lie within Cambodia. It encloses 44% of Cambodia's land area and is home to 32% of Cambodia's total population.

⁹ ADB. 2005. *The Tonle Sap Basin Strategy*. Manila. The development objectives are to foster, promote, and facilitate (i) pro-poor, sustainable economic growth; (ii) access to assets; and (iii) management of natural resources and the environment. The strategic principles are (i) sustainable livelihood, (ii) social justice, and (iii) a basin-wide approach. To deliver assistance effectively and efficiently, operations are anchored in operating principles: (i) a long-term perspective, (ii) selectivity and concentration, (iii) partnerships, (iv) country ownership and delegation, (v) informing and listening, and (vi) judicious use of funding modalities. The strategy focuses on two core areas: (i) rural development and the environment, and (ii) human development. Crosscutting themes ensure that attention is paid to (i) vulnerable groups, (ii) governance, (iii) resource cooperation, and (iv) the private sector.

developing the institutional, policy, and regulatory framework; (ii) acquiring knowledge through research and studies; (iii) disseminating acquired knowledge to the full spectrum of stakeholders; (iv) empowering stakeholders to achieve their conservation or utilization objectives; and (v) forging partnerships among civil society, implementation support agencies, EAs, and financing agencies.

3. The TSI makes demands on the human and social capital of many stakeholders, including line agencies, local government bodies, communities, research institutes, NGOs, and other elements of civil society. These have been diminished by 25 years of strife. A sustained institutional approach is needed that builds skills and awareness, enables knowledge management, and strengthens partnerships both inside and outside Cambodia to generate ever-higher returns. The first step toward establishing this was taken with the approval of TA 4376.¹⁰ However, this was a broad-based, generic, awareness-building project that was not closely linked to any loan/grant project. It was a pilot for training and capacity building in the context of the TSI. Course content and a cadre of experienced, effective facilitators/trainers were developed for use at commune and community levels. They form the basis for the proposed Project, which is specifically aimed at poor communities and their institutions covered by the main poverty reduction projects of the TSI.

4. Innovation

4. The Project is endowed with several innovative features. Prominent among these is association with the TSI, which works to meet the poverty and environment challenges of the Tonle Sap. The Project will be integrated in the set of loan, grant, and TA projects that provide the practical expression of the TSI and augment its synergies. Specifically, the activities under the Project will be linked to and support the geographical and temporal phasing of the TSI, which works from the core areas of the lake to the watersheds over an 8-year period and repeats this cycle to build on accomplishments and embed lessons learned from the first iteration. Integration into the TSI also means that the Project will adhere to the strategic and operating principles of the Tonle Sap Basin strategy, all of which contribute to poverty reduction. For the same reason, attention will be paid to the needs of vulnerable groups as this is a crosscutting theme of the strategy. Another innovative feature of the Project is the alliance between a domestic development resource institute to generate knowledge and recommendations, and a domestic NGO to draw on the generated data in formulating a program that builds skills and awareness within the framework of the TSI. A third innovative feature relates to the continuing use of TSICU, a body that operates in-country from ADB's Country Resident Mission to provide direction and impetus to the implementation of TA 4376 and specifically to the overall coordination of related aspects of the TSI.

5. Sustainability

5. The Project is designed to produce long-term sustainable outputs in managing knowledge and building skills and awareness both for the immediate beneficiaries and for TSI projects. Additionally, TSC to be developed at CDRI under component 2 will be integrated into the core program and long-term strategic plan of CDRI and will continue after the the Project is completed. Similarly the experienced trainers and facilitators and course materials on skills and awareness building that will be developed by CBNRM-LI will form a central part of that agency's ongoing work. CARD will continue to function in the coordinating agency for TSI, building on strength provided by the Project. CARD is also being supported by the TSSLP to develop an organizational structure consistent with its growing responsibility for cross-sectoral

¹⁰ Activities began in earnest in January 2005 and are expected to extend into the first quarter of 2007.

coordinators, especially in the Tonle Sap Basin. It already has the core and critical staff to carry out its responsibilities, which will be maintained during and after the Project. TSICU will hand over most of the coordinating responsibility to CARD by the end of the Project, with minimal requirement of support from ADB.

6. Opportunities for scaling up and increased impact are considerable by virtue of the Project's linkages with the loan, grant, and TA projects of the TSI. The Project is not a stand-alone project but is an integral part of the TSI, and the outputs will inform or become part of on-going and future projects. One of the features of the TSI is that implementation partners who have participated in earlier loan, grant, and TA projects continue in partnership by working on later projects. Live and Learn Environmental Education, World Fish Center, CDRI, and CBNRM-LI are examples of this innovative aspect of the TSI, which not only experiments with and tests interventions, but also forges long-term implementation partnerships and arrangements so as to identify and incorporate lessons learned and examples of best practice.

6. Participatory Approach

7. The EA for the Project will be CARD, a high-level policy and reform council of the Government. CARD will also set up and chair a project steering committee. Component 1 was designed in consultation with CBNRM-LI, a domestic NGO specializing in training and capacity development. CBNRM-LI will be the IA for the component. CBNRM-LI has extensive experience working with beneficiaries and has relied on this prior experience for inputs to the design and arrangements for implementation. Component 2 was designed in consultation with CDRI, which will be the IA for the component. CDRI has worked in development research, dissemination, and capacity building since 1990, building a substantial base of domestic researchers and enumerators, and has relied on this experience to suggest the design and arrangements for implementation. Component 3 was designed to build upon and extend the experience gained through TSICU in creating a broader awareness of the TSI among government agencies and development partners. TSICU has established a strong rapport with the Council of Ministers, CARD, and other ministries, as well as with a number of NGOs and development partners in Cambodia.

8. In April–May 2006, a Country Consultation Mission carried out extensive discussions on the Project with stakeholders including CARD; Cambodia National Mekong Committee; Ministry of Environment; Ministry of Agriculture, Forestry, and Fisheries; and Ministry of Interior. The international and domestic NGOs that were consulted include Live and Learn Environmental Education, the World Fish Center, CBNRM-LI, and CDRI. The Project was included in ADB's CSPU 2007–2010 in May 2006.

Primary Beneficiaries and Other Affected Groups and Relevant Description	Other Key Stakeholders and Brief Description
<p>The primary beneficiaries are the 3,500,000 people living in the combined project areas of the four major poverty reduction projects of the TSI. The capacity of communities and community organizations to lead and manage the identification, design, and delivery of effective poverty reduction interventions will be strengthened. The core groups that will benefit from skills and awareness building are</p> <ul style="list-style-type: none"> (i) provincial and district officials, (ii) commune council members and 	<p>The TSI is a partnership of organizations and people working to meet the poverty and environment challenges of the Tonle Sap. It brings together EAs, implementation support agencies, civil society, and financing agencies. The EAs involved include the Ministry of Agriculture, Forestry, and Fisheries; Ministry of Environment; Ministry of Interior; Ministry of Planning; Ministry of Public Works and Transport; Ministry of Rural Development; Ministry of Water Resources and Meteorology;</p>

Primary Beneficiaries and Other Affected Groups and Relevant Description	Other Key Stakeholders and Brief Description
<p>officials,</p> <p>(iii) community organizations including community fisheries and community forestry organizations, and</p> <p>(iv) village and community leaders.</p> <p>The ability to make informed decisions for reducing poverty will be boosted by innovative programming and knowledge management focused on the needs of poverty reduction and resource conservation. The outreach and dissemination of the findings and recommendations of relevant studies will be made through TSC. The core groups that will benefit from skills and awareness building are</p> <p>(i) policymakers in the Council of Ministers through CARD;</p> <p>(ii) provincial, commune, and community leaders in the Tonle Sap Basin;</p> <p>(iii) bilateral and multilateral agencies;</p> <p>(iv) civil society and community organizations;</p> <p>(v) NGOs;</p> <p>(vi) academi, researchers, teachers, and specialists; and</p> <p>(vii) the media.</p> <p>Partnerships will be enhanced with bilateral and multilateral agencies, government agencies and authorities at the national and subnational levels, communities and community organizations, and NGOs.</p>	<p>and Cambodia National Mekong Committee. Implementation support agencies that are partnering in the TSI include the United Nations Development Programme, Food and Agriculture Organization of the United Nations, World Fish Center, Live and Learn Environmental Education, CBNRM-LI, CDRI, consulting firms, and individual consultants. The civil society elements that are involved include local authorities, fishers/farmers, NGOs, women, children and youth, and ethnic minorities. The financing agencies include the Japan Special Fund, Government of Finland, Global Environment Facility, Poverty Reduction Fund, Cooperation Fund for the Water Sector, and Technical Assistance Special Fund. The Project will add value to and gain from association with these partners in myriad ways that will enhance overall development results and raise effectiveness.</p> <p>The Development Analysis Network is a network of seven research institutions from Cambodia, Lao People's Democratic Republic, Thailand, and Viet Nam, that is coordinated by CDRI with the support of the Rockefeller Foundation. Since 2003, it has examined in turn the Asian financial crisis, labor markets, off-farm and nonfarm employment, and the cross-border economies of the participating countries. The Tonle Sap is a national, regional, and global resource, particularly through its linkages with the Mekong River. CDRI's involvement in the Project will advertise the Tonle Sap's importance within the network.</p> <p>CBNRM-LI works with partners to analyze and improve natural resource management as an integral component of poverty reduction, sustainable livelihood, environmental conservation, and decentralization in Cambodia. CBNRM-LI's involvement in the Project will advertise the Tonle Sap's importance to its partners and its local and regional networks.</p>

7. Coordination

9. In 2003, the Tonle Sap Basin strategy was drafted. It gave geographical focus to CSP 2005–2009 and forms the basis for setting priorities and planning assistance in the Tonle Sap

Basin in effective and efficient ways. Such an approach is consistent with ADB's water policy, its support to basin management organizations, and a worldwide trend toward managing land, water, and biotic resources within a framework of basin units. The loan, grant, and TA projects that support the TSI now number about 30 and ADB's special interest in the Tonle Sap is established. Demarcation across agencies is not an issue as the TSI was from the onset defined as a partnership of organizations and people.

10. On 14 July 2006, an Country Consultation Mission visited the Embassy of Japan in Cambodia to learn about the strategic interests of Japanese aid, explain the TSI and invite feedback, advise of progress under TA 4376 and discuss the proposed JFPR (2007)-CAM: Capacity Building for the Tonle Sap Poverty Reduction Initiative II, the original title of the proposed project. The Mission spoke to Kenichi Kobayashi, Second Secretary in the Economic Cooperation Section, who showed receptiveness and expressed much interest in how ADB is putting strategy into practice through the geographical and temporal phasing of interventions. On 16 November 2006, another Country Consultation Mission met with the ambassador of Japan to Cambodia H.E. Takahashi Fumiaki, and Kenichi Kobayashi provided an update on JFPR-funded projects in Cambodia. The proposed JFPR grant proposal was mentioned. Following this, the Mission met with Kenichi Kobayashi and gave an in-depth briefing on the status of the JFPR grant proposal and outlined revisions that had been made to the first draft that was presented to him in July. He showed keen interest in the JFPR grant proposal. Staff of ADB and ADB's Cambodia Resident Mission (CARM) in general, and staff of TSICU in particular routinely advise Japanese aid agencies, other bilateral and multilateral agencies, and NGOs of details of planning, processing, and administration of TSI operating outputs. Close coordination with all these agencies, especially the Embassy of Japan, will continue during implementation of the Project.

11. CBNRM-LI and CDRI became involved in the design of grant activities well ahead of the Mission that visited Cambodia in July 2006. The partnership between ADB, CDRI, and CBNRM-LI grew steadily during implementation of TA 4376, the activities of which began in earnest in January 2005 and are expected to cease in January 2007.

12. As part of the TSI, the Project will benefit from the interministerial coordination afforded by the technical working group on the TSI chaired by CARD. In addition to coordination effected through the regular meetings of the group, CARD facilitates high-level coordination through briefings between ADB and senior government staff chaired by the deputy prime minister or a high-level representative of the Government.

8. Detailed Cost Table

13. The cost of the Project is \$1.5 million of which 41% is allocated to component 1, 20% to component 2, and 29% to component 3. The rest, or 10%, is assigned to contingencies. The cost estimates are in Appendix 1 and 2. The flow of fund arrangement is in Appendix 3.

C. Link to ADB Strategy and ADB-Financed Operations

1. Link to ADB Strategy

Document	Document Number	Date of Last Discussion	Objective
Country Strategy	SEC.M61.05	2005	To promote economic growth for countrywide poverty reduction and, notably, improved access

Document	Document Number	Date of Last Discussion	Objective
and Program, 2005–2009 Tonle Sap Basin Strategy	SEC.M61.05	2005	to assets for poverty reduction in the Tonle Sap Basin. To form the basis for setting priorities and planning assistance in the Tonle Sap Basin over the next 5–10 years by means of specified development objectives, core areas of intervention, strategic principles, operating principles, and crosscutting themes.
Indicative Rolling Country Operations Business Plan 2007–2009	BTOR: Cambodia 2006 Country Programming Mission	4 August 2006	The 2006 Cambodia Country Programming Mission was conducted 16 June–3 July 2006 to review country performance, and develop an Indicative Rolling Country Operations Business Plan, with lending and nonlending operations for 2007–2009.

2. Link to Specific ADB-Financed Operation

Project Name	Tonle Sap Initiative, reference C.4 below
Project Numbers	Various
Dates of Board Approval	Various
Loan or Grant Amounts (\$ million)	Various

3. Development Objective of the Associated ADB-Financed Operation

14. The Project is associated with several ADB-financed operations. The loan, grant, and TA projects that support the TSI now number about 30. Their respective development objectives include (i) pro-poor, sustainable economic growth; (ii) access to assets; and (iii) management of natural resources and the environment.

4. Main Components of the Associated ADB-Financed Operation

15. The following list of ongoing and planned loan and grant projects excludes TA projects for the sake of simplicity.

No.	Component Name	Brief Description
1.	Tonle Sap Environmental Management (TSEM), \$19.6 million (including Government and UNDP/GEF contributions), loan effectiveness 2003	The immediate objective is to enhance systems and develop the capacity for natural resource management coordination and planning, community-based natural resource management, and biodiversity conservation in the Tonle Sap Biosphere Reserve.

No.	Component Name	Brief Description
2.	Tonle Sap Rural Water Supply and Sanitation Sector, \$18.0 million, grant effectiveness 2006	The immediate objective is to provide sustained access to safe water and sanitation and better hygiene to all communities and their members, including the poorest.
3.	Tonle Sap Sustainable Livelihoods, \$20.338 million, grant effectiveness 2006	The immediate objective is to increase access to assets in the five provinces that adjoin the Tonle Sap.
4.	Tonle Sap Lowland Rural Developmnet, \$20.0 million, project preparatory TA in 2006–2007	The immediate objective is to increase the range of environmentally sound, sustainable livelihood activities developed in consultation with the inhabitants of the lowland areas of the Tonle Sap.
5.	Tonle Sap Participatory Watershed Management, \$15.0 million, planned for 2009	The immediate objective is the conservation and sustainable management of native vegetation in the watershed of the Tonle Sap to reduce land degradation, increase income and well-being, and reduce vulnerability.
6.	North West Irrigation Sector, \$30.87 million, loan effectiveness 2005	The immediate objective is to develop irrigation facilities and support communities in establishing water user groups to manage the facilities.

5. Rationale for Grant Funding versus ADB Lending

16. Strengthening the capacity of communities and community organizations is a relatively new area in ADBs operations that has not hitherto been leveraged (or if so with only moderate success) through lending instruments. Building skills and awareness entails working with poor and vulnerable groups at province, commune, and community levels; however, this type of activity does not lend itself well to ADB lending. Neither strengthening capacity nor building skills and awareness generates income directly. Both, therefore, deserve grant funding. Strengthening partnerships is likewise best effected through focused TA projects.

17. The TSI has a strong focus on community-driven development with opportunities for communities to make significant impact on their own livelihood and generate a real return on investment. To achieve this end, however, there is substantial need for appropriately structured knowledge and information for building the capacity of local administrations and communities that are at an early stage of their development. Including the cost of this under loan projects would place an additional burden on the communities. As a supportive process, therefore, managing and disseminating knowledge, building skills and awareness, and strengthening partnerships can justifiably qualify for grant funding.

18. Japan has extended JFPR grants to Cambodia. In the Tonle Sap Basin, JFPR-assisted projects included JFPR 9064-CAM: Improving the Access of Poor Floating Communities on the Tonle Sap to Social Infrastructure and Livelihood Activities, and JFPR 9048-CAM: Mainstreaming Labor-Based Road Maintenance to the National Roads Network. Both projects are ongoing. The Project would give further focus, integration, and visibility to the JFPR. It would in so doing catalyze and magnify several ADB-financed operations and likewise serve to give them even greater focus, integration, and visibility.

D. Implementation of the Proposed Grant

<p>1. Implementing Agencies</p>	<p>(i) Community-Based Natural Resource Management Learning Institute (CBNRM-LI)</p> <p>(ii) Cambodia Development Resource Institute (CDRI)/Tonle Sap Initiative Learning Resource Center (TSI-LRC)</p> <p>(iii) Tonle Sap Initiative Coordination Unit (TSICU) together with CARD</p>
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19. CARD will be the EA for the Project responsible for overall coordination and supervision. CBNRM-LI, CDRI/TSI-LRC, and TSICU/CARD will implement components 1, 2, and 3, respectively. In addition, TSICU will also house the project management unit (PMU) that will be headed by an international team leader as project coordinator. The coordinator will be engaged by ADB in accordance with the *Guidelines on the Use of Consultants* (2007, as amended from time to time). The Project will be supervised by a project officer to be assigned by ADB. Appendix 4 illustrates the implementation arrangements.

20. CARD was established on 31 December 1998 by royal decree, followed by a subdecree, to support coordination and implementation of activities in the Government's priority sectors of agriculture and rural development. The primary reason for setting up CARD was to ensure integrated, coordinated, and intensive efforts to improve the standard of living of the rural poor. CARD is the focal point for assistance to the Government for developing agriculture and the rural areas. The ministries of agriculture, fisheries and forestry; rural development; water resource and meteorology; and other concerned institutions work in close collaboration to ensure that cost-effective results are achieved in implementing programs and activities. CARD is, at present, the national coordinating agency for the TSI.

21. CBNRM-LI is geared toward analyzing and improving a community-driven approach as an integral component of poverty reduction, sustainable livelihood and resource management, conservation, and decentralization policies and strategies of the Government. CBNRM-LI supports the building and strengthening of linkages to locally based approaches, empowering local communities to participate actively in the conservation and sustainable management of natural resources through community forestry, community fisheries, participatory land use planning, and participatory management of protected areas.

22. CDRI is Cambodia's leading development policy research institute. It was established in 1990, with a mission to enhance human capacities in Cambodia and to undertake surveys, studies, and analysis contributing to sustainable development policies and strategies. Since its establishment, CDRI has strived to build on local knowledge and experience, working with public institutions and civil society in planning and implementing its activities. Its Strategic Plan 2006–2010 reflects and responds to changes. TSI-LRC was established within CDRI as a facility that will analyze and disseminate research findings on the TSI to key stakeholders in local communities, government, the aid community, civil society, and the private sector.

23. TSICU, established under ongoing TA 4376, is located in ADB's Cambodia Resident Mission and functions as the secretariat for the TSI.¹¹ It will be the IA for component 3 in conjunction with CARD and serve as the PMU for the Project. TSICU has established active

¹¹ Footnote 2.

coordination with CARD that chairs the technical working group for TSI under a mandate from the Council of Ministers.

24. Both CBNRM-LI and CDRI will be contracted as IAs through the PMU. CBNRM-LI and CDRI have implemented earlier projects on capacity building in the Tonle Sap Basin. The Project will also benefit from the resources and knowledge of TSI-LRC based at CDRI, which is vital in implementing component 1. CBNRM-LI will ensure continuity in the delivery of downstream training and extension. Both organizations have clear sources of financing, present evidence of financial probity, and can be trusted to make appropriate use of JFPR grant proceeds.

25. The two NGOs will implement most of the activities under component 1 and component 2, respectively. Deliverables such as preparation of communication materials, baseline surveys, and audits will be separately contracted to them by ADB and other agencies.

26. A total of 18 person-months of consulting services for regional coordination, organizational strategy and institutional development, and communications specialist/team leader (international) and 36 person-months of coordination/monitoring specialists (national) will be needed to support the IAs and to provide day-to-day supervision. The team will report to the ADB project officer in charge of the Project. The terms of reference for the international and national consultants are in Appendix 5. Other required experts and specialists that will be hired under each component are also listed in Appendix 5. All international and national consultants will be recruited by ADB, including the audit consultants. Procurement of all equipment will be handled by TSICU acting as the PMU, following ADB's *Procurement Guidelines (2007, as amended from time to time)*. All the project equipment will be accounted for, but retained by the respective IAs at the end of the Project. Equipment to be used by the PMU located at CARM will be handed over to CARD at the end of the Project.

2. Risks Affecting Grant Implementation

Type of Risk	Brief Description	Measure to Mitigate the Risk
Delay	Project start-up and implementation are slow.	<ul style="list-style-type: none"> (i) The partnership between ADB, CBNRM-LI, and CDRI will, by the time the Project starts, be in its second or third year of existence. (ii) The presence on the ground of TSICU will ensure daily follow-up.
Mismatch between felt needs and skills and awareness building	Top-down and hurried approaches are followed in diagnosing needs at provincial, commune, and community levels.	<ul style="list-style-type: none"> (i) Training needs analyses will be conducted at provincial, commune, and community levels. (ii) The six modules developed under TA 4376 will be reviewed and revised. (iii) Development of up to three further modules as indicated, drawing from

Type of Risk	Brief Description	Measure to Mitigate the Risk
		close collaboration with CDRI, will also be informed by the training needs analysis. (iv) CBNRM-LI has conducted thorough reality checks under TA 4376 and will continue to do so under the Project.
Red tape	CDRI and CBNRM-LI are held back by bureaucratic interference.	(i) Both CDRI and CBNRM-LI are self-contained, well-regarded institutions. Their boards of directors enjoy domestic representation. (ii) The implementation arrangements for the Project minimize red tape.

3. Incremental ADB Costs

Component	Incremental ADB Cost
Amount requested	\$75,000
Justification	The project is a complex one involving a multiplicity of IAs working in coordination with a number of poverty reduction projects under the TSI. ADB will need to provide technical backstopping and undertake missions for monitoring and support. The incremental amount is thus required to support the preparation of the Grant Implementation Manual (GIM), and ADB's monitoring and backstopping activities.
Type of work to be rendered by ADB	(i) Hire consultants for GIM preparation, training, backstopping, monitoring, and coordinating. (ii) Supervise the work of consultants. (iii) Engage international NGOs.

4. Monitoring and Evaluation

Key Performance Indicator	Reporting Mechanism ¹²	Plan and Timetable for Monitoring and Evaluation
<p>Knowledge required for capacity building is adapted to the requirements of different target groups, drawing on existing knowledge and gathering information where knowledge gaps exist. Knowledge is managed so that dissemination to all stakeholders is effected based on the continued development of TSC. (Reference Key Performance Indicator II, page 1)</p>	<ul style="list-style-type: none"> (i) Implementation completion memorandum (ii) Annual audit reports (iii) Grant status reports (iv) Quarterly reports from TSICU (v) Monthly progress notes from TSICU (vi) TSI website 	<ul style="list-style-type: none"> (i) Annual meeting of CDRI's Board of Directors (ii) Grant review missions (iii) CDRI in-house monitoring and evaluation (M&E) system
<p>Training needs analyses are conducted at provincial, commune, and community levels in eight provinces of the Tonle Sap Basin. (Reference Key Performance Indicator I, page 1)</p>	<ul style="list-style-type: none"> (i) Implementation completion memorandum (ii) Annual audit reports (iii) Grant status reports (iv) Quarterly reports from TSICU (v) TSI website 	<ul style="list-style-type: none"> (i) Annual meeting of CBNRM-LI's Board of Directors (ii) Grant review missions (iii) CBNRM-LI in-house M&E system
<p>Review and revision of the six modules developed under TA 4376-CAM and development of up to three further modules as indicated by the training needs analysis, so as to complement and support the four major poverty reduction projects of the TSI. (Reference Key Performance Indicator I, page 1)</p>	<ul style="list-style-type: none"> (i) Implementation completion memorandum (ii) Annual audit reports (iii) Grant status reports (iv) Quarterly reports from TSICU (v) TSI website 	<ul style="list-style-type: none"> (i) Annual meeting of CBNRM-LI's Board of Directors (ii) Grant review missions (iii) CBNRM-LI in-house M&E system
<p>Delivery in eight provinces of the Tonle Sap Basin of about 150 courses across six to nine modules. (Reference Key Performance Indicator I, page 1)</p>	<ul style="list-style-type: none"> (i) Implementation completion memorandum (ii) Annual audit reports (iii) Grant status reports (iv) Quarterly reports from TSICU (v) TSI website 	<ul style="list-style-type: none"> (i) Annual meeting of CBNRM-LI's Board of Directors (ii) Grant review missions (iii) CBNRM-LI in-house M&E system
<p>Regular and productive coordination meetings held by the TSI Technical Working Group (Reference Key</p>	<ul style="list-style-type: none"> (i) Implementation completion memorandum (ii) Annual audit reports (iii) Grant status reports 	<ul style="list-style-type: none"> (i) Grant review missions (ii) Ongoing dialogue on the Tonle Sap Initiative, including events

¹² All written reports will be copied to the Embassy of Japan. The grant status reports and implementation completion memoranda will be loaded on the JFPR website. Outputs of higher interest from managing knowledge and building skills and awareness will be loaded on the TSI website.

Key Performance Indicator	Reporting Mechanism¹²	Plan and Timetable for Monitoring and Evaluation
Performance Indicator III, page 1)	(iv) Quarterly reports from TSICU (v) TSI website	
High-level conferences held with senior national and provincial Government officials, ADB, bilateral and multilateral agencies, and civil society (Reference Key Performance Indicator III, page 1)	(i) Implementation completion memorandum (ii) Annual audit reports (iii) Grant status reports (iv) Quarterly reports from TSICU (v) TSI website	(i) Grant review missions (ii) Ongoing dialogue on the TSI, including events
Broad stakeholder recognition of issues, challenges, and successes effecting integration among TSI projects (Reference Key Performance Indicator III, page 1)	(i) Implementation completion memorandum (ii) Annual audit reports (iii) Grant status reports (iv) Quarterly reports from TSICU (v) TSI website	(i) Grant review missions (ii) Ongoing dialogue on the TSI, including events
Annual reviews to EA and IAs, addressing issues and challenges and fostering ownership of the TSI (Reference Key Performance Indicator III, page 1)	(i) Implementation completion memorandum (ii) Annual audit reports (iii) Grant status reports (iv) Quarterly reports from TSICU (v) TSI website	(i) Grant review missions (ii) Ongoing dialogue on the TSI, including events
Coordination meetings with finance agencies supporting or potentially interested in supporting development in the Tonle Sap Basin (Reference Key Performance Indicator III, page 1)	(i) Implementation completion memorandum (ii) Annual audit reports (iii) Grant status reports (iv) Quarterly reports from TSICU (v) TSI website	(i) Grant review missions (ii) Ongoing dialogue on the TSI, including events

5. Estimated Disbursement Schedule

Fiscal Year (FY)	Amount (\$)
FY2007	100,000
FY2008	500,000
FY2009	500,000
FY2010	400,000
Total	1,500,000

Appendixes

1. Summary Cost Table
2. Detailed Cost Estimates
3. Funds Flow Arrangement
4. Implementation Arrangements
5. Outline Terms of Reference for International and National Consultants

SUMMARY COST TABLE
(\$)

Inputs/Expenditure Category	Component 1 Strengthening Capacity of Communes, Community Organizations, and Government Extension Staff	Component 2 Managing and Disseminating Knowledge for Poverty Reduction	Component 3 Strengthening Partnerships and Coordination, and Project Management	Total (Input)	Percent (%)
1 Equipment and Supplies	33,000	28,000	27,000	88,000	5.87
2 Training, Workshops, Dissemination Activities	280,000	45,000	86,000	411,000	27.40
3 Consulting Services	51,000	51,000	231,000	333,000	22.20
4 Grant Management/Operational Cost	252,112	110,760	82,200	445,072	29.67
5 Other Inputs	6,528	59,400	7,000	72,928	4.86
6 Contingencies (0–10% of total estimated grant fund)	50,000	50,000	50,000	150,000	10.00
Subtotal JFPR Grant-Financed	672,640	344,160	483,200	1,500,000	100.00
Government Contribution			250,000	250,000	
Other Contributions (CDRI)		100,000		100,000	
Total Estimated Costs	672,640	444,160	733,200	1,850,000	
Incremental Costs				75,000	

DETAILED COST ESTIMATES
(\$)

Supplies and Services Rendered	Costs				JFPR		Government		
	Unit	Qty	Cost per Unit	Total	Amount	Method of Procurement	Government	NGOs (CDRI)	Communities
Component 1: Building Capacity of Community and Community Organizations			Subtotal	622,640	622,640				
1.1 Equipment and Supplies			Subtotal	33,000	33,000	S			
1.1.1 IT, Field and Office Equipment and Supplies				33,000	33,000				
1.2 Training, Workshops, Dissemination Activities			Subtotal	280,000	280,000				
1.2.1 Training Needs Assessment				30,000	30,000				
1.2.2 Course Content Design and Development				70,000	70,000				
1.2.3 Course Delivery		150	1,000	150,000	150,000				
1.2.4 Meetings, Seminars, and Workshops				30,000	30,000				
1.3 Consulting Services			Subtotal	51,000	51,000				
1.3.1 Regional Coordination, Organizational Strategy and Institutional Development, and Communications Specialist/Team Leader	Person-Months	4	12,000	48,000	48,000	IC			
1.3.2 International Travel		1	3,000	3,000	3,000				
1.4 Grant Management/Operational Cost			Subtotal	252,112	252,112	DC			
1.4.1 Facilitation Team, Staff Costs and Benefits	Person-Months	648	369	239,112	239,112				
1.4.2 Monitoring, Evaluation and Database Management	Lump Sum			8,000	8,000				
1.4.3 Reporting, Communication and Documentation	Lump Sum			5,000	5,000				
1.5 Other Inputs			Subtotal	6,528	6,528				
1.5.1 Local Travel, Support to Community Organizations				1,528	1,528				
1.5.2 Audit of Component Implementation				5,000	5,000				
Component 2: Managing and Disseminating Knowledge for Poverty Reduction			Subtotal	394,160	294,160			100,000	
2.1 Equipment and Supplies			Subtotal	28,000	28,000	S			

Supplies and Services Rendered		Costs			JFPR		Government		
		Unit	Qty	Cost per Unit	Total	Amount	Method of Procurement	Government	NGOs (CDRI)
2.1.1	Logistic Equipment		36	500	18,000	18,000			
2.1.2	Office Supplies	Lump Sum			10,000	10,000			
2.2	Training, Workshops, Dissemination Activities				Subtotal	45,000			
2.2.1	Roundtable Conference		3	2,500	7,500	7,500			
2.2.2	Provincial Workshops (Tonle Sap Basin)		6	2,500	15,000	15,000			
2.2.3	Community and Commune-Level Workshops		15	1,500	22,500	22,500			
2.3	Consulting Services				Subtotal	51,000			
2.3.1	Regional Coordination, Organizational Strategy and Institutional Development, and Communications Specialist/Team Leader	Person-Months	4	12,000	48,000	48,000	IC		
2.3.2	International Travel		1	3,000	3,000	3,000			
2.4	Grant Management/Operational Cost				Subtotal	150,760	DC		40,000
2.4.1	Tonle Sap Center Personnel	Person-Months	180	557	100,260	100,260			
2.4.2	Report and Communications	Lump Sum			7,000	7,000			
2.4.3	Publication and Dissemination	Lump Sum			3,500	3,500			
2.4.4	Staff Salaries				40,000				40,000
2.5	Other Inputs				Subtotal	119,400			60,000
2.5.1	Baseline Survey				50,000	50,000			
2.5.2	Per Diem and Support to Community Organizations				4,400	4,400			
2.5.3	Audit of Component Implementation				5,000	5,000			
2.5.4	Conferences, Seminars				60,000				60,000
Component 3: Strengthening Partnerships and Coordination					Subtotal	683,200	433,200		250,000
3.1	Equipment and Supplies				Subtotal	27,000	S		
3.1.1	Office Supplies and Equipment for TSICU and CARD	Lump Sum			12,000				
3.1.2	Establishment of Web-Based Information Platform at CARD/TSICU	Lump Sum			15,000				

Supplies and Services Rendered	Costs				JFPR		Government		
	Unit	Qty	Cost per Unit	Total	Amount	Method of Procurement	Government	NGOs (CDRI)	Communities
3.2 Training, Workshops, Dissemination Activities				86,000	86,000				
3.2.1 Technical Coordination Meetings		12	500	6,000					
3.2.2 TSI Technical Working Group		8	500	4,000					
3.2.3 High-Level Policy Dissemination Forums		4	10,000	40,000					
3.2.4 Meetings with Development Partners		6	1,000	6,000					
3.2.5 Training for CARD Staff		6	3,000	18,000					
3.2.6 Coordination Meetings at Provincial, Commune, and Community Level		12	1,000	12,000					
3.3 Consulting Services			Subtotal	231,000	231,000				
3.3.1 Regional Coordination, Organizational Strategy and Institutional Development, and Communications Specialist/Team Leader	Person-Months	10	12,000	120,000		IC			
3.3.3 International Travel		3	6,000	18,000					
3.3.5 Local Travel				3,000					
3.3.6 Coordination and Monitoring Specialists (National Consultant)	Person-Months	36	2,500	90,000		IC			
3.4 Grant Management/Operational Cost			Subtotal	82,200	82,200	DC/GIU			
3.4.1 National Coordinator (CARD)	Person-Months	36	400	14,400					
3.4.2 Website Coordinator (CARD)	Person-Months	36	400	14,400					
3.4.3 Technical Staff (CARD/TSICU)	Person-Months	72	200	14,400					
3.4.4 National Consultants Travel	Lump Sum			3,000					
3.4.6 Newsletter in English and Khmer	Issue	12	1,000	12,000					
3.4.7 Travel Cost for Commune and Community Participants		12	2,000	24,000					
3.5 Other Inputs			Subtotal	7,000	7,000				
3.5.1 Implementation Completion Memorandum				2,000					
3.5.2 Audit of Component Implementation ^a				5,000					
Components 1 to 3 Subtotal					1,350,000				

Supplies and Services Rendered	Costs				JFPR		Government		
	Unit	Qty	Cost per Unit	Total	Amount	Method of Procurement	Government	NGOs (CDRI)	Communities
Contingency (Maximum 10% of Total JFPR Contribution)				Total	150,000				
				Total Project Cost	1,850,000	1,500,000		250,000	100,000
Incremental Cost Details									
				Subtotal	75,000	75,000			
Consultant for GIM Preparation	Person-Month	1	10,000	10,000					
Workshop, Training, Team Building	Lump Sum			25,000					
Monitoring and Evaluation: Inception, Midterm, and Final Review	Lump Sum			20,000					
Backstopping, Supervising Missions	Lump Sum			20,000					
Total Incremental Costs					75,000	75,000			

CARD = Council for Agricultural and Rural Development, CDRI = Cambodia Development Resource Institute, DC = direct contracting, GIM = Grant Implementation Manual, GIU = grant implementation unit, IC = individual consultant selection, JFPR = Japan Fund for Poverty Reduction, NCB = national competitive bidding, NGO = nongovernment organization, S = shopping. TSICU = Tonle Sap Initiative Coordination Unit,

^aAn audit firm will be selected using LCS method

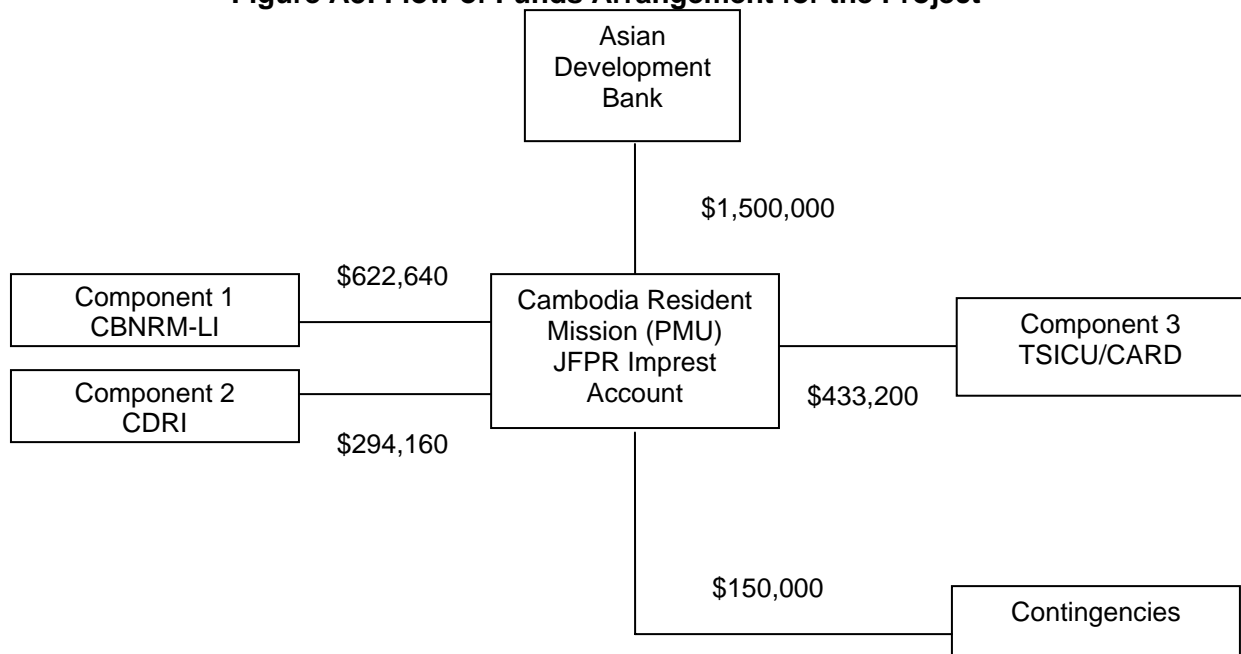
Source: Asian Development Bank estimates.

FUNDS FLOW ARRANGEMENT

1. The Asian Development Bank (ADB) will channel the Japan Fund for Poverty Reduction (JFPR) directly to a JFPR imprest account—which will be opened and maintained by the Cambodia Resident Mission (CRM). CRM, as Executing Agency, will be kept informed by the team leader (consultant) of the Tonle Sap Initiative Coordination Unit (TSICU) of all transactions and will receive copies of all financial statements and audit reports. TSICU will manage the JFPR imprest account under the supervision of CRM. The initial deposit into the account will be based on the estimated expenditures for the first 6 months or \$150,000, whichever is lower. The JFPR imprest account will be established, managed, replenished, and liquidated in accordance with ADB's *Loan Disbursement Handbook* (2007, as amended from time to time).

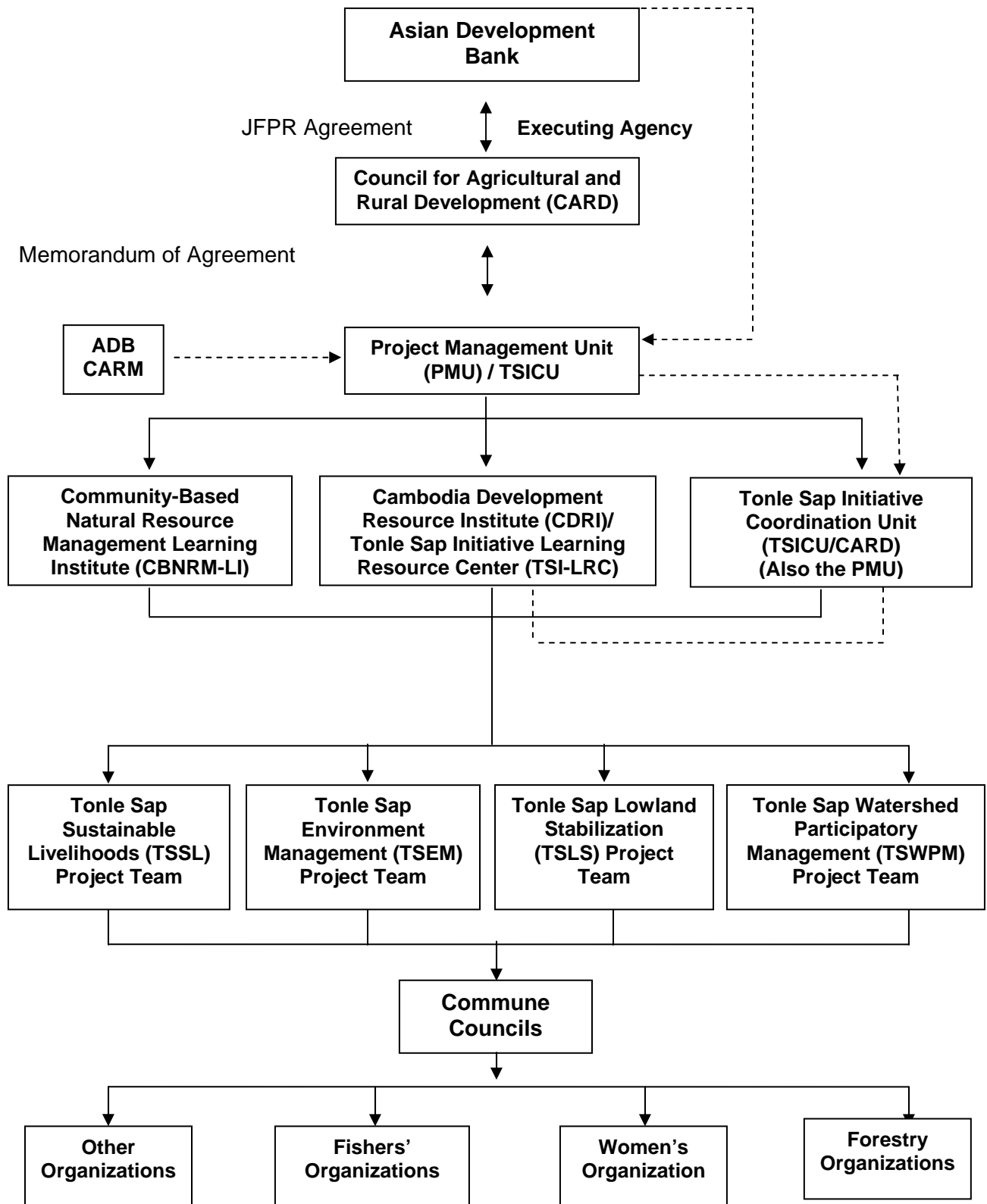
2. The statement of expenditures procedure will apply for all payments and transactions under \$10,000 to ensure speedy project implementation. Detailed implementation arrangements, such as the flow, replenishment, and administrative procedures will be detailed in the grant implementation manual, to be established between ADB and the Government through the JFPR letter of agreement. The schematic funds flow for the Project is shown in Figure A3. Interest earned on the JFPR imprest account can be used for the Project, subject to ADB's approval, within the approved total amount of JFPR. Any unutilized interest should be returned to the JFPR account maintained at ADB, on completion of the Project and before closing the JFPR account. If the remittance fee and other bank charges are higher than the amount of interest earned, there will be no need to return such interest to the JFPR account maintained at ADB.

Figure A3: Flow of Funds Arrangement for the Project



CARD = Council for Agricultural and Rural Development, CBNRM-LI = Community Based Natural Resource Management Learning Institute, CDRI = Cambodia Development Resource Institute, PMU = project management unit, TSICU = Tonle Sap Initiative Coordination Unit
Source: Asian Development Bank.

IMPLEMENTATION ARRANGEMENTS



OUTLINE TERMS OF REFERENCE FOR INTERNATIONAL AND NATIONAL CONSULTANTS

Community-Based Natural Resource Management Learning Institute (CBNRM-LI) Facilitation Team-Consultants

Program Coordinator (national, 36 person-months)

- Provides overall management and leadership for the Building Capacity of Communities and Community Organizations program.
- Manages the program including planning and budgeting, implementation of program activities, progress and financial reporting to the project management unit (PMU), liaison with the Executing Agency (EA) and the Asian Development Bank (ADB), monitoring and evaluation, and personnel and human resources.
- Oversees needs assessment, development of capacity-building strategy, and selection and preparation of course content .
- Qualification: Bachelor's degree or higher.

Capacity-Building Team Manager (national, 36 person-months)

- Is responsible for selecting and hiring the senior trainer/facilitator and the team of trainers/facilitators.
- Is responsible for developing and operating the plan and budget for the life of the Project and the annual operating plans and budget.
- Is responsible for supervising capacity-building activities and the team of trainers/facilitators.
- Supervises the conduct of the needs assessment, development of the capacity-building strategy, and preparation of the course content and materials.
- Is responsible for preparing progress and financial reports.
- Qualification: Bachelor's degree or higher.

Senior Trainer/Facilitator (national, 36 person-months)

- Acts as training manager and site manager for capacity-building activities/events.
- Supervises the team of trainers/facilitators.
- Monitors and evaluates the performance of trainers/facilitators.
- Provides mentoring/coaching to trainers/facilitators to assist them to improve their skills and expertise in capacity development.
- Assists the team manager in the process of needs assessment, development of the capacity-building strategy, and preparation of course content and materials.
- Assists in preparing progress reports.
- Qualification: Bachelor's degree or higher.

Trainers/Facilitators (national, 14 trainers/facilitators, 36 person-months per trainer/facilitator)

- Work on the needs assessment, development of the capacity-building strategy, and of the course content and materials.
- Deliver capacity-building courses to communities and community leaders.
- Monitor the impact of the capacity-building activities on the participants and provide information/feedback to the capacity-building team manager for use in improving the effectiveness of capacity-building activities.
- Assist in preparing progress reports.
- Qualification: Bachelor's degree or higher.

Administrative Officer (1 position, national, 36 person-months)

- Provide general administrative services and support to the Program.
- Provide accounting and finance services for the Program.
- Provide logistical support for carrying out capacity-building activities in the field.
- Prepare financial reports.
- Qualification: Bachelor's degree or higher.

**Cambodia Development Resource Institute (CDRI)
Tonle Sap Center Personnel**

Tonle Sap Center Manager (national, 36 person-months)

- Manages the Tonle Sap Center (TSC).
- Prepares operational plans and budgets.
- Coordinates the work and schedules of the TSC staff.
- Prepares progress and financial reports for the PMU.
- Manages dissemination activities in the provinces, districts, and communes.
- Provides liaison with the EA and the Asian Development Bank (ADB).
- Qualification: Bachelor's degree or higher.

Information Management Specialist (national, 36 person-months)

- Is responsible for collecting, collating, and organizing data and information for TSC including integrating the Tonle Sap environmental database into TSC.
- Is responsible for keeping the data and information in TSC current and up-to-date.
- Is responsible for collecting information on the users of TSC and their needs and requirements and contributing to making TSC accessible and useful to users and potential users.
- Qualification: Bachelor's degree or higher.

Information Technology (IT) Specialist (national, 36 person-months)

- Is responsible for setting up and maintaining web-based platforms for knowledge management.
- Is responsible for preparing technical specifications for software and hardware needed for TSC.
- Is responsible for integrating the Tonle Sap environmental database with TSC.
- Together with the TSC manager and librarian, works to make TSC accessible and useful to users and potential users.
- Qualification: Bachelor's degree or higher.

Development Communications Specialist (national, 36 person-months)

- Is responsible for developing materials and knowledge products for poverty reduction for outreach and dissemination activities at the provincial, district, commune, and community levels.
- Is responsible for printing and publishing materials to be used in outreach and dissemination activities.
- Assists in keeping the data and information in TSC current and up-to-date.
- Assists in making TSC accessible and useful to users and potential users.
- Qualification: Bachelor's degree or higher.

Administrative Officer (national, 36 person-months)

- Is responsible for procurement.
- Is responsible for general administration for TSC.
- Is responsible for accounting and finance.
- Is responsible for preparing financial reports.
- Qualification: Bachelor's degree or higher.

Tonle Sap Initiative Coordination Unit (TSICU)**Regional Coordination, Organizational Strategy and Institutional Development, and Communications Specialist/Team Leader** (international, 18 person-months)

- As head of the project management unit, supervises and monitors the activities of the IAs.
- Initiate, organize, and oversee technical coordination among TSI projects.
- Organize and oversee high-level policy on the TSI involving senior national and provincial Government officials, ADB, bilateral and multilateral agencies, and civil society.
- Develop a communications strategy and outreach and dissemination program for the TSI.
- Coordinate knowledge management for poverty reduction and environmental conservation among TSI projects.
- Coordinate the implementation of a strategy for strengthened partnerships and improved coordination among development partners in the Tonle Sap Basin.
- Assist in developing an approach for accelerating poverty reduction and coordinate its implementation.
- Coordinate the preparation of reports to stakeholders involved in the TSI indicating issues, challenges, and successes in effecting integration among projects on poverty reduction interventions.
- Coordinate the preparation of reports to EAs and IAs, addressing issues and challenges and fostering ownership of the TSI.
- Develop a strategy for strengthened partnerships and improved coordination among development partners in the Tonle Sap Basin.
- Develop terms of reference and request for proposals for CBNMR-LI and CDRI.
- Identify and develop an approach for accelerating poverty reduction that leverages inputs and achieves synergies among the partners and stakeholders in the Tonle Sap Basin.
- Prepare the grant implementation manual.
- Qualifications: Master's degree or a bachelor's degree with significant experience working with the TSI and capacity building in Cambodia.

Coordination/Monitoring Specialist (national, 36 person-months)

- Assists in preparing reports to stakeholders involved in the TSI indicating issues, challenges, and successes in effecting integration among projects on poverty reduction interventions;
- Assists in preparing reports to EAs and IAs, addressing issues and challenges and fostering ownership of the TSI;
- Assists with technical coordination among TSI projects.
- Assists with high-level policy forums on the TSI involving senior national and provincial Government officials, ADB, bilateral and multilateral agencies, and civil society.

- Assists with implementing the strategy for strengthened partnerships and improved coordination among development partners.
- Qualification: Bachelor's degree or equivalent.

CARD National TSI Coordinator (national, 36 person-months)

- Coordinates with various EAs and IAs involved in the TSI.
- Coordinates developments in the TSI with ADB and other development partners.
- Coordinates the strategy with community leaders, international and local nongovernment organizations, and other organizations involved in the TSI.
- Qualifications: Bachelor's degree or higher.

CARD Website/IT and Communications Advisor (national, 36 person-months)

- Develops articles and write-ups from the project activities for the website.
- Develops articles and write-ups from the other projects in the TSI.
- Develops the website platform, design, and layout.
- Assists in developing communications and outreach and dissemination materials for the TSI.
- Assists in outreach/dissemination activities.
- Assists in knowledge management for poverty reduction and environmental conservation among TSI projects.
- Qualification: Bachelor's degree or higher.

CARD/TSICU Project Management Assistant (national, 72 person-months)

- Assists the national TSI coordinator in coordinating with various development partners, EAs, and IAs.
- Provides administrative support for the PMU.
- Arranges and maintains document and correspondence files.
- Qualification: Bachelor's degree or higher.