



# Technical Assistance Report

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Project Number: 43174  
Capacity Development Technical Assistance (CDTA)  
October 2009

## Kingdom of Cambodia: Capacity Development for Income Restoration Programs

## CURRENCY EQUIVALENTS

(as of 8 September 2009)

Currency Unit	–	riel/s (KR)
KR1	=	\$0.00024
\$1.00	=	KR4,127

## ABBREVIATIONS

ADB	–	Asian Development Bank
EA	–	executing agency
IRP	–	income-restoration program
JFPR	–	Japan Fund for Poverty Reduction
MEF	–	Ministry of Economy and Finance
NGO	–	nongovernment organization
NR1	–	National Road 1
TA	–	technical assistance

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Type</b>	–	Capacity development technical assistance (CDTA)
<b>Targeting classification</b>	–	Targeted intervention—household (TI-H)
<b>Sector (subsectors)</b>	–	Health and social protection (agriculture and rural sector development, social protection, microfinance)
<b>Themes (subthemes)</b>	–	<b>Social development</b> (human development), economic growth (widening access to markets and economic opportunities), gender equity (human capabilities)
<b>Location impact</b>	–	Rural (medium), national (high)

## NOTE

In this report, \$ refers to US dollars unless otherwise stated.

<b>Vice-President</b>	C. Lawrence Greenwood, Jr., Operations 2
<b>Director General</b>	A. Thapan, Southeast Asia Department (SERD)
<b>Country Director</b>	P. Kamayana, Cambodia Resident Mission (CARM), SERD
<b>Team leader</b>	K. Schelzig Bloom, Social Sectors Specialist, CARM, SERD
<b>Team member</b>	S. Ouk, Safeguards Officer, CARM, SERD

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## I. INTRODUCTION

1. Cambodia has a large and growing number of infrastructure investments that involve involuntary resettlement. The Government of Cambodia has requested technical assistance (TA) to strengthen capacity for the design, management, and supervision of income-restoration programs (IRPs) for resettlement-affected people, including support to a pilot IRP for selected affected people living along National Road 1 (NR1). The TA was included in the country operations business plan 2008–2010.<sup>1</sup> The Asian Development Bank (ADB) fielded an intermittent fact-finding mission from 9 June to 10 July 2009 and reached agreement with the Government on the impact, outcome, outputs, implementation arrangements, cost, financing arrangements, and consultant terms of reference. The design and monitoring framework is in Appendix 1.<sup>2</sup>

## II. ISSUES

2. **Resettlement and National Road 1 (NR1).** The Greater Mekong Subregion Phnom Penh to Ho Chi Minh Highway Project was the first ADB-financed road in Cambodia.<sup>3</sup> It had significant resettlement impacts and affected more than 1,000 households. Implementation of the resettlement plan was a drawn-out process with some irregularities, including delayed and discounted compensation payments. Income restoration assistance for the severely affected people came in the form of a \$300 cash payment made several years after families were resettled. In 2007, a group of 63 affected people petitioned the ADB Office of the Special Project Facilitator to help resolve debt issues they face as a result of late compensation. The Government and ADB both recognize that resettlement could have been handled better and that many problems could have been avoided with (i) better information to affected people regarding eligibility, entitlements, and project timing; (ii) timely payment of full compensation as per the agreed resettlement plan and before households were relocated; and (iii) an IRP for the most vulnerable families.

3. **Impoverishment.** An important lesson from global resettlement experience is that impoverishment is not prevented by compensation alone. Treating resettlement as an opportunity for development requires a change in attitudes, better legislation and procedures, an increase in government resources allocated to IRPs, and an understanding that cash for livelihoods is not a fair trade. Resettlement impacts in Cambodia will continue to be substantial, and greater capacity is needed for the crucial component of income restoration (also known as rehabilitation). At the same time, it is vital that the Government does not view post-construction IRPs as a substitute for paying adequate compensation in a timely manner. Like compensation for lost assets, income restoration requires sufficient resources and should be started before and during project implementation.

4. **Debt traps.** A number of resettled families along NR1 find themselves in a vicious cycle of poverty and indebtedness, with no stable source of livelihood. Borrowing from informal moneylenders has been the primary coping mechanism in the Stung Slot and Kraing Khok communities of Prey Veng province, particularly in the face of the delayed compensation payments after resettlement. Many families now have unmanageable debts to loan sharks at usurious rates, often as high as 10% per month. Some risk losing their resettlement site plots as a result, while others have already been forced to sell their plots to repay debts. On the one

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<sup>1</sup> ADB. 2008. Country Operations Business Plan (2008–2010): Cambodia. Manila.

<sup>2</sup> The TA first appeared in the business opportunities section of ADB's website on 15 July 2009.

<sup>3</sup> ADB. 1999. *Greater Mekong Subregion: Phnom Penh to Ho Chi Minh Highway Project*. Manila (Loan 1659-CAM).

hand, a 2008 resettlement audit report found that linking the affected people's debt problems to resettlement alone is overly simplistic because people were very poor before the project began, barely earning enough to support their families.<sup>4</sup> On the other hand, the households were highly vulnerable, and resettlement was a major shock. The resettlement audit thus recommended a livelihood stabilization program for 63 affected people in the Stung Slot and Kraing Khok communities of Prey Veng province. The audit found that affected people lack (i) the understanding and skills required to take part in cash-oriented productive activities (such as providing goods and services to road users), (ii) the assets and capital necessary to engage in productive activities, and (iii) the support needed to collectively address the causes of poverty in their communities. These three areas form the core of the proposed pilot IRP.

5. **Income restoration.** People living along NR1 are persistently poor because they do not have access to the productive tools needed to connect into growth opportunities brought by improved transport linkages. Income restoration is an essential element of resettlement and particularly so for vulnerable populations. Options for IRPs include (during the construction phase) short-term employment on civil works at the project sites, and (before, during, and after construction) longer term strategies that include land- and non-land-based economic activities that provide sustained sources of income over a longer period to enable restoring or, ideally, improving families' living standards. Examples include to provide training and other inputs for income generation and to establish links to local, national, or subregional economic development and employment programs. Rural credit and microenterprise programs are also key ingredients. An explicit gender focus is important where a large proportion of households are headed by women. This is the case among the NR1-affected people.

6. **Social capital.** Social capital—the norms, trust, reciprocity, and networks that facilitate collective action—is a vital element for poverty reduction and sustainable social and economic development. Very low levels of social capital limit the ability of the poor to help themselves. Social capital was almost totally destroyed in Cambodia's protracted civil conflict, and involuntary resettlement can undo any gains made since that time. IRPs that strengthen community organizations (such as cooperatives, self-help or savings groups) will create and reinforce vital social capital. Local nongovernment organizations (NGOs) helped in 2002 to set up savings groups in resettlement-affected communities along NR1, but a 2008 assessment showed that the two groups have no vision and no clear program. The groups' leaders have not had training in basic financial management, record keeping, or credit cooperative operation. The bookkeeping and accounting systems are rudimentary, and it is unclear how funds from member contributions are used. There are no bylaws, so the rights and obligations of members and leaders are not spelled out. There is, in short, an urgent need for capacity development.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

7. The expected impact will be a reduction of the poverty and vulnerability associated with involuntary resettlement along Cambodia's NR1. The expected outcome will be enhanced capacity of the Government to design, manage, and supervise IRPs for resettlement-affected people, plus improved capacity of affected people to manage their community-based self-help organization. By the end of implementation, government staff responsible for resettlement will have participated in training on social development issues and a pilot IRP for the 63 NR1-

<sup>4</sup> ADB. 2008. *Full Resettlement Audit Report for Phase 2 of Resettlement Audit: Phnom Penh to Ho Chi Minh City Highway (Loan 1659-CAM)*. Available: [www.adb.org/Documents/Resettlement\\_Plans/CAM/30513/default.asp](http://www.adb.org/Documents/Resettlement_Plans/CAM/30513/default.asp)

affected people in Stung Slot and Kraing Khok will demonstrate how livelihoods can be stabilized while poverty and vulnerability can be reduced.

## **B. Methodology and Key Activities**

8. The TA outputs will be (i) improved social research and analysis skills for the Executing Agency (EA) and other line ministry staff, and (ii) improved livelihoods for poor resettlement-affected people in the selected pilot communities. The main activities will be (i) a capacity development program for staff from the EA and relevant line ministries, and (ii) a pilot IRP in the Stung Slot and Kraing Khok communities along NR1. Relevant line ministries are those which serve as executing agencies for infrastructure projects with significant resettlement impacts, such as the Ministry of Public Works and Transport for roads and railways, Ministry of Water Resources and Meteorology for irrigation, and Electricite du Cambodge for power transmission lines.<sup>5</sup> Detailed activities under output 1 include documenting best practices and lessons learned in IRPs both in Cambodia and elsewhere in the region; preparing and delivering a capacity development program that covers social research and analysis, development, and poverty reduction; and preparing a handbook on IRPs. The capacity development program may include workshops, seminars, short courses, study tours, and other elements.

9. Specific activities under output 2 include working closely with community leaders, local authorities, and NGOs to update the detailed socioeconomic information on each of the 63 affected people belonging to the Stung Slot and Kraing Khok savings groups in Prey Veng province, plus designing and implementing a pilot IRP based on individual household needs and abilities. This will require extensive consultation and participation. The program will include (i) strengthening the community organizations; (ii) consolidating and refinancing unsustainable debts;<sup>6</sup> (iii) delivering tailored livelihood and life skills training, and, upon successful completion of the training; (iv) providing credit for start-up or expansion of productive activities along with significant technical supervision and support. Items (ii) and (iv) will be financed through a community development seed fund provided to the community organization (estimated at \$100,000 but to be determined based on detailed analysis of household debts). The consultants will oversee and closely document direct payment to moneylenders. The loan terms for refinancing and credit will be developed in consultation with the community groups at inception. Members will ultimately repay the funds to the community organization, which may then decide how to productively use the funds to support its members in the future. The consultant team will recruit community facilitators, possibly through an NGO that has extensive local experience, to spend a significant amount of time working with the communities. At least half of the facilitators will be women. The consultants will provide technical and logistical assistance to the community organization (or cooperative) during the formative period, but the community organization's strategic plans will include a clear phaseout period.

## **C. Cost and Financing**

10. The TA is estimated to cost an equivalent of \$575,000, of which \$500,000 equivalent will be financed on a grant basis by ADB's TA funding program (Technical Assistance Special Fund-IV). The Government will finance \$75,000 in cash and in kind to cover adequate office space,

<sup>5</sup> The consultants will work with the EA and the social safeguards officer at ADB's Cambodia Resident Mission to identify the most appropriate individuals from the relevant agencies to participate in the capacity development program.

<sup>6</sup> A very detailed analysis of households' debt situations will be undertaken as soon as possible during the inception phase, and results will be compared with the household survey and debt assessment conducted in November 2007 and February 2008. Only resettlement-related debts will be refinanced, as agreed with community members.

counterpart staff time and travel, and physical improvements at the Stung Slot relocation site. These improvements—including access road repairs and more water supply and sanitation facilities—will directly support the achievement of improved livelihoods under output 2. The site will be upgraded to a similar level of quality as other NR1 relocation sites. A detailed cost estimate and financing plan is in Appendix 2.

#### **D. Implementation Arrangements**

11. The TA will be implemented over 24 months, from November 2009 to October 2011. The EA will be the Resettlement Department of the Ministry of Economy and Finance. A detailed assessment of the 28-person Resettlement Department was undertaken in 2008 by the East West Management Institute under TA for Enhancing the Resettlement Legal Framework and Institutional Capacity.<sup>7</sup> The consultants assessed leadership as strong and supportive. Through work on several donor-funded projects, 11 Resettlement Department staff members have basic notions of social research and development. The assessment finds that with additional in-depth training and further practical, supervised experience in preparing and conducting social research and analysis, some of these staff members could become in-house social research and development experts. The TA will aim to deliver this additional training and practical experience.

12. The TA will be implemented by a development NGO or consulting firm with a proven record of community development work, including in the areas of cooperatives, microfinance, plus livelihood and life skills training. Outline terms of reference are in Appendix 3. ADB will engage the NGO or firm in accordance with its *Guidelines on the Use of Consultants* (2007, as amended from time to time). All equipment and training services will be procured in accordance with ADB's *Procurement Guidelines* (2007, as amended from time to time). Assets purchased will be handed over to the EA and to the community organization, as appropriate, upon project completion. The quality-based selection method will be used to choose the consultants, who will prepare a simplified technical proposal. Quality-based selection is proposed given the technical complexity involved and the fact that both NGOs and firms are expected to be short-listed.

13. The consultants will prepare an inception report (within 1 month of commencing the assignment), brief monthly progress updates, a midterm report, a draft final report, and a final report. TA outputs will be disseminated mainly through a handbook on IRPs that the consultants will prepare based on (i) the review of local and regional IRPs, (ii) the experience of the pilot program, and (iii) close collaboration with the EA. The consultants will seek inputs from the Government, as well as from development partner and NGO stakeholders, during the handbook development stage and will widely disseminate the final handbook, which should also be translated into Khmer. All consultant reports produced under the TA will be publicly disclosed through the ADB website.

#### **IV. THE PRESIDENT'S DECISION**

14. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$500,000 on a grant basis to the Government of Cambodia for Capacity Development for Income Restoration Programs, and hereby reports this action to the Board.

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<sup>7</sup> ADB. 2004. *Technical Assistance to the Kingdom of Cambodia for Enhancing the Resettlement Legal Framework and Institutional Capacity*. Manila (TA 4490-CAM).

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b> Reduction of poverty and vulnerability associated with involuntary resettlement along Cambodia's National Road 1</p>	<p>Increased number of severely affected people with stable incomes</p>	<p>Resettlement review missions</p> <p>Project completion reports</p> <p>Post-resettlement surveys</p>	<p><b>Assumption</b> Government remains committed to the need for income-restoration programs in the context of resettlement.</p> <p><b>Risk</b> Government does not allocate sufficient budget for income restoration alongside compensation.</p>
<p><b>Outcome</b> Enhanced capacity of the Government to design, manage, and supervise income-restoration programs for resettlement-affected people, plus improved capacity of affected people to manage their community-based self-help organization</p>	<p>50% increase (baseline to be determined at inception) in number of approved resettlement plans incorporating well-designed income-restoration programs</p> <p>At least 25% increase (baseline to be determined at inception) in average household incomes under pilot program</p> <p>50% decrease (baseline to be determined at inception) in number of households under pilot program earning below official poverty line</p>	<p>Technical assistance review missions</p> <p>Executing Agency (EA) records</p> <p>Nongovernment organization monitoring</p> <p>Commune database</p>	<p><b>Assumptions</b> Household members participate in livelihood and life skills training.</p> <p>Trained EA staff members do not move to other departments.</p> <p><b>Risks</b> Community members are wary of a new organization and do not join.</p> <p>Loans are not repaid to the community organization.</p>

<b>Design Summary</b>	<b>Performance Targets/Indicators</b>	<b>Data Sources/Reporting Mechanisms</b>	<b>Assumptions and Risks</b>
<p><b>Outputs</b></p> <p>1. Improved social research and analysis skills for EA and other line ministry staff</p> <p>2. Improved livelihoods for poor resettlement-affected people in the selected pilot communities</p>	<p>Participation of at least 50 government staff in the capacity development program</p> <p>Increase from 11 to 20 in number of EA staff with basic capacity to undertake social research and analysis</p> <p>All 63 resettlement-affected people in the pilot area receive tailored livelihood skills training and have access to credit.</p> <p>50% reduction (baseline to be determined at inception) in total debt of pilot program participants to informal moneylenders</p> <p>At least 30 community members (of whom 50% should be women) have an enhanced understanding of their strengthened organization and its management.</p>	<p>Technical assistance review missions</p> <p>Training reports</p> <p>Nongovernment organization monitoring</p> <p>Commune database</p>	<p><b>Assumption</b> Community groups agree to restructuring.</p> <p><b>Risk</b> Employment opportunities are limited given continued economic downturn.</p>

<b>Activities with Milestones</b>	<b>Inputs</b>
<p>1.1. Work with EA to document best practices and lessons learned in income-restoration programs in ADB and other development partner-financed projects in Cambodia and the Greater Mekong Subregion (month 4).</p> <p>1.2. Design a capacity development program (seminars and workshops) for EA and line ministry staff on issues related to social research and analysis, development and poverty reduction, and income-restoration programs (month 6).</p> <p>1.3. Implement the capacity development program (month 14).</p> <p>1.4. Prepare draft handbook on income-restoration programs in Cambodia (month 16).</p> <p>1.5. Finalize handbook based on comments from EA, ADB, and other development partners, then disseminate (month 24).</p>	<p><b>ADB: \$500,000</b> Consultants: \$236,000</p> <p>Training, seminars, and conferences: \$100,000</p> <p>Community development seed fund: \$100,000</p> <p>Equipment, surveys, miscellaneous administration and support, contingencies: \$64,000</p>
<p>2.1. Collect detailed socioeconomic baseline information on each of the 63 affected people belonging to the Stung Slot and Kraing Khok community organizations (“savings groups”) in Prey Veng province (month 1).</p> <p>2.2. Undertake a participatory community resource assessment that identifies local resources, markets, and development opportunities (month 2).</p> <p>2.3. Design and implement an income-restoration program based on the community resource assessment and on individual needs and abilities, and while ensuring extensive consultation and participation, to include (i) consolidating and refinancing debts, (ii) offering livelihood and life skills training, and (iii) providing credit for start-up operations (month 24).</p> <p>2.4. Strengthen the capacity of community leaders and their organizations to serve as cooperatives that can provide sustainable support to their members (month 12).</p> <p>2.5. Evaluate the pilot income-restoration program (month 24).</p>	<p><b>Government: \$75,000</b> Office space and transport: \$24,000</p> <p>Counterpart staff: \$24,000</p> <p>Physical site upgrading: \$27,000</p>

ADB = Asian Development Bank, EA = executing agency.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

<b>Item</b>	<b>Total Cost</b>
<b>A. Asian Development Bank Financing<sup>a</sup></b>	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	150.00
ii. National Consultants	64.00
b. International and Local Travel	17.00
c. Reports and Communications	5.00
2. Equipment <sup>b</sup>	8.00
3. Training, Seminars, and Conferences	
a. Facilitators	25.00
b. Training Program	75.00
4. Surveys	6.00
5. Miscellaneous Administration and Support Costs	24.00
6. Community Development Seed Fund	100.00
7. Contingencies (5%)	26.00
<b>Subtotal (A)</b>	<b>500.00</b>
<b>B. Government Financing</b>	
1. Office Accommodation and Transport	24.00
2. Remuneration and Per Diem of Counterpart Staff	24.00
3. Others (physical site upgrading)	27.00
<b>Subtotal (B)</b>	<b>75.00</b>
<b>Total</b>	<b>575.00</b>

<sup>a</sup> Financed by the Asian Development Bank's technical assistance funding program (Technical Assistance Special Fund-IV).

<sup>b</sup> Equipment will be turned over to the Executing Agency and to the community organizations, as appropriate.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. Background

1. The Asian Development Bank (ADB) will recruit a development nongovernment organization or consulting firm (partnerships are encouraged) to implement the capacity development technical assistance (TA). The consultant team will have extensive experience in (i) involuntary resettlement and income-restoration programs, and (ii) designing and implementing community-based development initiatives that include setting up people's organizations and designing livelihood programs. Experience in Cambodia is essential. The consultants will mobilize a team of international and national specialists in fields ranging from community development, microfinance, cooperatives, and gender and development to community-based adult education and training program management. Gender balance in the consultant team will be a key consideration.

2. The team leader will be an international social scientist with an advanced degree and extensive practical experience in social and community development, including in Cambodia. The consultants will provide at least 10 person-months of international and 22 person-months of national expertise, plus about 40 person-months of community facilitators who will work with and support the community groups and members on a regular basis. The deputy team leader will be a Cambodian national with expertise in community development, livelihoods, and, ideally, income-restoration programs. Fluency in English and Khmer is a prerequisite.

### B. Scope of Work

3. The TA will incorporate and build on the experience of two Japan Fund for Poverty Reduction (JFPR) grants in Cambodia: (i) Improving Access of Poor Floating Communities on the Tonle Sap to Social Infrastructure and Livelihood Activities (JFPR 9064-CAM),<sup>1</sup> and (ii) Women's Development Centers (JFPR 9081-CAM).<sup>2</sup> Under JFPR 9064, two of the components demonstrated alternative income generating activities and supported community-based microfinance for the poor. These components were found to be particularly successful where they were implemented synergistically.<sup>3</sup> The JFPR 9081 components for life skills and advocacy support and micro- and small-enterprise development are highly relevant.

4. The tasks of the consultant team, under the overall guidance of the team leader will include to (i) design and implement a capacity development program for the Executing Agency (the Resettlement Department of the Ministry of Economy and Finance) and other line ministries, and (ii) design and pilot an income-restoration program in selected communities along National Road 1.

5. Component (i) from para. 4 shall include the following tasks:

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<sup>1</sup> ADB. 2005. *Proposed Grant Assistance to the Kingdom of Cambodia for Improving Access of Poor Floating Communities on the Tonle Sap to Social Infrastructure and Livelihood Activities*. Manila (JFPR 9064-CAM).

<sup>2</sup> ADB. 2005. *Proposed Grant Assistance to the Kingdom of Cambodia for Women's Development Centers*. Manila (JFPR 9081-CAM).

<sup>3</sup> JFPR 9084 introduced pig raising as one of the alternative income generation activities. This was new for most beneficiaries. One implementing agency provided technical training and technical support on a continuous basis, while setting up a village bank and training the loan management committees. The other implementing agency was a commercial microfinance institution. Loan officers could only provide information on how to do business in general terms. As they worked for a commercial bank, they were more risk averse and sought to make larger loans to less poor people (i.e., not the poorest). While technical training and microfinance activities do not necessarily have to be implemented by one organization, the lessons from JFPR 9064 include that synergy among components and activities can lead to stronger poverty reduction results.

- (i) Compile and document best practices and lessons learned in income-restoration programs in Cambodia under both ADB and other development partner-financed operations.
  - (ii) Design and implement a capacity development program for the Executing Agency (EA) and other line ministry officials, to include seminars, workshops, short courses, and study tours on issues related to social research and analysis, development and poverty reduction, and income-restoration programs.
  - (iii) Work with the EA to prepare income-restoration programs within resettlement plans on pipelined projects.
  - (iv) Produce a handbook on income-restoration programs for broad dissemination.
6. Component (ii) from para. 4 shall include the following tasks:
- (i) Reorganize and strengthen the Stung Slot and Kraing Khok savings groups, possibly merging them into a single cooperative. Tasks include the following:
    - (a) Audit the operation and finances of the two savings groups.
    - (b) Organize a final meeting of the two groups to discuss audit findings, return members' contributions, and disband the two groups.
    - (c) Establish a core group from each community with which to draft bylaws, vision, mission, and goals, plus program activities and operational procedures for the new organization(s), based on the premise of cooperatives.
    - (d) Convene the first general assembly of the new organizations (or a new, single organization if the communities so desire) to discuss new structures, procedures, and elect officers (of whom at least 50% should be women).
    - (e) Design and implement (1) orientation seminars for all members and officers on the values and principles of self-help organizations and cooperatives, (2) skills training in organizational and financial management for officers, (3) life and livelihood skills training for members in support of their chosen productive activities (with daily subsistence allowance grants during training), and (4) additional seminars and training as needed.
    - (f) Guide and help the board and officers so that they are able to fulfill their roles and responsibilities.
    - (g) Develop a clear phaseout plan, working on the assumption that the groups are aware of this from the outset.
  - (ii) Plan livelihoods. Tasks include the following:
    - (a) Undertake an in-depth socioeconomic study of each affected person's household (63 in total) and assess needs and opportunities for each.
    - (b) Together with the community organization, undertake a community resource assessment that identifies local resources, markets, and development opportunities.
    - (c) Identify appropriate livelihood activities relevant to each household, based on the community resource assessment and the knowledge and resources of each member, ensuring that the household has the capacity to provide for its daily subsistence.
  - (iii) Extend credit (through the community organization). Tasks include the following:
    - (a) Assist the community organizations in setting up financial systems, a credit management policy and procedures, bank accounts, and so on.

- (b) With assistance from local officials, undertake in-depth verification of each household's indebtedness, carefully separating resettlement-related debts from loans taken for personal reasons.
  - (c) Provide seed capital to community organizations for on-lending to members to refinance unsustainable debts, and draw up loan terms and a plan for repayment by the household to the community organization.
  - (d) Once families are out of the debt trap and livelihood planning and skills development is underway, extend credit to households for start-up activities, ensuring that funds are used for productive purposes and households receive continuous training and support.
- (iv) Support networking and access to services. Tasks include the following:
- (a) Assist community organizations to establish and sustain linkages with relevant local and national agencies and organizations in support of the organization's programs.
  - (b) Work with the commune council to ensure access to any available social services. Forge links for the community organization with the women and children's committee of the commune council.

### **C. Reporting**

7. The consultants will prepare an inception report (month 1), a midterm report (month 12), a draft final report (month 22), and a final report (month 24). Brief monthly updates will be submitted to ADB and the EA summarizing TA activities and any issues and proposed solutions. The main published output will be a handbook on income-restoration programs (finalized by month 24). Tripartite meetings will be held with ADB, government representatives, and the consultants to review the inception, midterm, and draft final reports and verify accomplishments. The project will be managed by the Cambodia Resident Mission, allowing for close supervision and guidance.