

**TECHNICAL ASSISTANCE**  
(Financed by the Poverty Reduction Cooperation Fund)

**TO THE**

**KINGDOM OF CAMBODIA**

**FOR**

**CAPACITY BUILDING**

**FOR THE**

**TONLE SAP POVERTY REDUCTION INITIATIVE**

**August 2004**

## CURRENCY EQUIVALENTS

(as of 2 August 2004)

Currency Unit	–	riel (KR)
KR1.00	=	\$0.0002505
\$1.00	=	KR3,991.70

## ABBREVIATIONS

ADB	–	Asian Development Bank
AIT	–	Asian Institute of Technology
GMS	–	Greater Mekong Subregion
M&E	–	monitoring and evaluation
NGO	–	nongovernment organization
TA	–	technical assistance
TSI	–	Tonle Sap Initiative

## TA CLASSIFICATION

<b>Poverty Classification</b>	–	Poverty intervention
<b>Sector</b>	–	Agriculture and natural resources
<b>Subsector</b>	–	Fishery
<b>Themes</b>	–	Environmental sustainability, Inclusive social development
<b>Subthemes</b>	–	Environmental policy and legislation, Human development

## NOTE

In this report, "\$" refers to US dollars.

## I. INTRODUCTION

1. In the Tonle Sap basin, the Asian Development Bank (ADB) is fighting poverty within a strategic framework of linked initiatives. However, it must also meet the need for a significant program of capacity building<sup>1</sup> if the initiatives are to achieve all their intended benefits. This technical assistance (TA) was proposed to the Poverty Reduction Cooperation Fund and endorsed in February 2004. From 20–30 April 2004, the ADB Fact-Finding Mission visited Thailand to formulate the TA, and Cambodia on 3 May 2004. In Cambodia, the Mission was assured of the Government's concurrence with the goal, purpose and outputs, methodology and key activities, cost and financing, implementation arrangements, and terms of reference for the TA. The TA framework is in Appendix 1.<sup>2</sup>

## II. ISSUES

2. The Tonle Sap ecosystem<sup>3</sup> is (i) the main source of animal protein for much of the population of Cambodia, owing to the productive fisheries of the Tonle Sap Lake; (ii) a direct and irreplaceable source of livelihoods for more than 1 million people living on and around the Tonle Sap Lake; (iii) a seasonal breeding and nursery ground and forage area for fish that subsequently migrate to the Mekong River; and (iv) an environmental hotspot of global significance. The Tonle Sap basin is home to 32% of Cambodia's total population. It covers 38% of Cambodia's total land area. It 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 Lake include over-exploitation of fisheries and wildlife resources, encroachment during the dry season, and cutting of the flooded forest. In the watersheds, degradation of natural vegetation is destroying habitats and results in deterioration of water and soil quality and increased siltation rates. Despite the inherent richness of the lake, most indicators of poverty in the basin are worse than those of the national population as a whole. King Norodom Sihanouk has warned that Cambodia faces environmental disaster if the Tonle Sap ecosystem is degraded further.

3. In line with the National Poverty Reduction Strategy, 2003–2005 and the program formalized in the poverty partnership agreement between the Government of Cambodia and ADB,<sup>4</sup> the country strategy and program, 2005–2007 for Cambodia will highlight the Tonle Sap basin. In July 2003, in support of the country strategy and program, the Tonle Sap Basin Strategy was formulated.<sup>5</sup> The suite of loans and TAs that will execute it, known as the Tonle Sap Initiative (TSI), makes demands on the human and social capital of many stakeholders, including line agencies, local government bodies, communities, research institutes, nongovernment organizations (NGOs), and other elements of civil society. However, human and social capital had been diminished by 25 years of strife. A multi-year, integrating instrument is

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<sup>1</sup> Capacity building is development of the abilities of individuals, groups, and organizations to complete critical tasks effectively and efficiently on a sustainable basis. It is the process of assisting such entities to identify and address issues and gain the insights, knowledge, and experience needed to solve problems and implement change. To be meaningful in the long term, capacity building is best done as part of a process, rather than as an end in itself.

<sup>2</sup> The TA first appeared in *ADB Business Opportunities* (Internet edition) on 4 February 2004.

<sup>3</sup> The Tonle Sap ecosystem is the permanent core area of the Tonle Sap Lake and the surrounding floodplain, within the boundaries constituted by the upper flood lines. It includes the Tonle Sap River, its branches, and floodplain.

<sup>4</sup> The agreement requires that the partners develop a strategy for the Tonle Sap region, concentrating on improving the sustainability of its ecosystems.

<sup>5</sup> ADB. 2003. *Fighting Poverty in Cambodia: The Tonle Sap Basin Strategy*. Manila. The development objectives of the Tonle Sap Basin Strategy 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.

needed that builds skills and awareness, networks knowledge, and strengthens partnerships in and beyond Cambodia to generate ever-higher returns from the TSI.

4. ADB wishes to draw on the Asian Institute of Technology (AIT) to support the TSI. In June 2002, to make possible poverty reduction in the face of limited capacity, ADB and AIT established a networking arrangement.<sup>6</sup> The arrangement aims to (i) provide AIT with opportunities to disseminate its expertise, and (ii) augment ADB's access to know-how so that ADB may use, or enable its developing member countries to use, resources better to meet the overarching goal of poverty reduction. Networking activities include (i) sharing information; (ii) commissioning of studies and surveys; (iii) organizing joint activities; (iv) undertaking capacity building activities for officials of developing member countries of ADB and staff of ADB; and (v) extending operational assistance to ADB activities as mutually agreed. The focal areas of the networking arrangement cover rural livelihoods, natural resources and the environment, information technology, water resources, energy, and gender. The networking arrangement can assist the TSI.<sup>7</sup> The TA makes no major assumptions and presents no major risks. The sustainability of the TA is not an issue: it is not coterminous with the networking arrangement, which is not finance-driven. Opportunities for scaling up and systemic impact are also considerable by virtue of the TA's association with the TSI. The TA will be the first substantive collaboration between ADB and AIT under the arrangement. It will complement and expand the Phnom Penh Plan for Development Management.<sup>8</sup> Even so, acquisition, absorption, and application of knowledge take time: continuing assistance beyond TA completion will be worthwhile, building on successes and lessons learned.

### III. THE TECHNICAL ASSISTANCE

#### A. Purpose and Outputs

5. The goal of the TA is sustainable management and conservation of natural resources and biodiversity in the Tonle Sap basin. Its purpose is to build at national, provincial, and local levels capacity to manage, engage in, and support the TSI. Three accomplishments will achieve the TA's purpose: skills and awareness will be built, knowledge will be networked, and partnerships will be strengthened.

#### B. Methodology and Key Activities

6. **Building Skills and Awareness.** To accomplish this output, key activities will (i) review the TSI; (ii) identify a reasonable cross-section of the stakeholders involved in it; (iii) ascertain the deficiencies in skills and awareness that limit their ability to fulfill agreed or potential roles; (iv) design and deliver, with the backing of AIT Extension,<sup>9</sup> educational products and services

<sup>6</sup> ADB. 2002. *Technical Assistance for Networking with the Asian Institute of Technology*. Manila.

<sup>7</sup> The Tonle Sap Basin Strategy emphasizes resource cooperation because of the Tonle Sap Lake's regional importance. AIT's multidisciplinary and multinational nature lends itself to the regional reach of the TSI; its proximity to Cambodia is another advantage.

<sup>8</sup> The Phnom Penh Plan is a new human resource development initiative under the Greater Mekong Subregion (GMS) economic cooperation program. It will train officials from the six participating countries in strategic planning, project management, community mobilization, and other skills central to development management and good governance.

<sup>9</sup> AIT Extension provides continuing education to meet professional development needs. Its areas of expertise are in (i) rural livelihoods; (ii) natural resources and the environment; (iii) management; (iv) information technology; (v) education; and (vi) infrastructure.

and add to national capacity to do so by training of trainers;<sup>10</sup> (v) monitor the efficiency and effectiveness of skills and awareness building based on an agreed monitoring and evaluation (M&E) system, including general and specific indicators; and (vi) feed the results of M&E back into the process for provision of customized educational products and services. Skills and awareness building will aim to strengthen the managerial and leadership capacity of core groups of motivated and competent change agents associated with the TSI: they are junior and middle government officers<sup>11</sup> and community leaders and representatives. (Related stakeholders will be included if practicable.) Skills and awareness will be built through the medium of four training programs of about 3 days each, to be delivered 70 times<sup>12</sup> in all in Phnom Penh and in the provinces of the Tonle Sap basin. The training programs will be based on AIT Extension's existing programs in management of rural poverty alleviation projects, environmental and natural resources planning and management,<sup>13</sup> effective rural leadership, and participation in government and civil society. The subject matter of these training programs best matches the immediate generic issues faced by the TSI. Wherever possible, the training programs will build on existing skills and include TSI case studies. They will also underscore the importance of gender considerations.

7. **Networking Knowledge.** To accomplish this output, key activities will establish, equip, and operate a Tonle Sap office in AIT. The office will be housed in the cell associated with the networking arrangement to promote the purposes of that TA and to build synergies. These facilities include office space, filing and storage systems, and office equipment. The Tonle Sap office will be a clearinghouse of information about the Tonle Sap basin and, where relevant, the Mekong River basin. Personnel now working in the cell associated with the networking arrangement will staff the office. The repository, the Tonle Sap database, will be multidisciplinary, gathered from within and outside Cambodia, and updated regularly,<sup>14</sup> and will be open to all, including students and professionals researching or working for sustainable management and conservation of natural resources and biodiversity in the Tonle Sap basin. In particular, for AIT, the office will facilitate formulation of customized educational products and services for skills and awareness building tuned to the particular circumstances of the Tonle Sap basin. It may also open up other opportunities for AIT to assist the TSI. For ADB, it will provide inputs to decision-making on related loans and TAs and associated partnerships.

<sup>10</sup> Training of 20 trainers over 2 weeks in AIT and their involvement in skills and awareness building would allow delivery of the four training programs in the Khmer language and enable wider coverage during and after TA implementation.

<sup>11</sup> So far, the larger line agencies associated with the TSI include the Ministry of Agriculture, Forestry, and Fisheries; the Ministry of Economy and Finance; the Ministry of Environment; the Ministry of Interior; the Ministry of Land Management, Urban Planning, and Construction; the Ministry of Public Works and Transport; the Ministry of Rural Development; and the Ministry of Water Resources and Meteorology.

<sup>12</sup> The estimate of 70 deliveries assumes 30% of deliveries by AIT and 70% by the trained trainers.

<sup>13</sup> This training program will also be designed in part on lessons from ADB. 2003. *Technical Assistance for Promoting Effective Water Management Policies and Practices (Phase 3)*. Manila, under which a pilot and demonstration activity for Developing and Testing Environmental Education and Awareness Methodologies and Tools was approved in February 2004.

<sup>14</sup> The database will comprise publications, project documents, technical papers, and conference proceedings and reports. ADB and AIT will contribute much of this data. Other data can be procured through subscriptions to journals and newspapers, periodic Internet searches, agency mailing lists, and library networks. Data stored electronically will be accessible in distilled form through the Internet, with links to existing and prospective databases. The latter include the Tonle Sap Biosphere Reserve Environmental Information Database to be established under ADB. 2002. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan and Technical Assistance Grant to the Kingdom of Cambodia for the Tonle Sap Environmental Management Project*. Manila.

8. **Strengthening Partnerships.** To accomplish this output, key activities will (i) review ADB's collaborative arrangements under the TSI; (ii) identify opportunities to strengthen and add to them; (iii) enhance channels for structured dialogue informed by the Tonle Sap database; (iv) draw an action plan for partnerships; and (v) elaborate TA concept papers to give them practical expression. The scope will encompass, but not be limited to, bilateral and multilateral institutions as well as NGOs.

### C. Cost and Financing

9. The total cost of the TA is estimated at \$590,000 equivalent, comprising a foreign exchange cost of \$307,000 and a local currency cost of \$283,000 equivalent. The Government has requested ADB to finance \$500,000 equivalent, covering the entire foreign exchange cost and \$193,000 equivalent of the local currency cost. The TA will be financed on a grant basis from the Poverty Reduction Cooperation Fund. The Government will finance the balance of the local currency cost, equivalent to \$90,000, through the provision of remuneration and per diem of counterpart staff; supply of data, maps, and reports; and administrative support. Details of the cost estimates and financing plan are in Appendix 2.

### D. Implementation Arrangements

10. ADB will be the Executing Agency for the TA, acting through a TSI coordination unit to be established under the TA in ADB's Cambodia Resident Mission.<sup>15</sup> TA implementation will require a TSI coordinator and a deputy for 6 person-months of international and 24 person-months of domestic consulting services, respectively. They will be engaged individually. From the TSI coordination unit, they will provide direction and impetus to TA implementation, network actively to drive outputs, monitor overall accomplishments closely on behalf of ADB, and generally help the TSI. They will have primary expertise in management and institutional development and secondary expertise in knowledge management. They will be familiar with the circumstances of the Tonle Sap basin, such as its poverty-environment nexus. The TSI coordinator will have advanced leadership, managerial, diplomatic, and negotiating skills and a history of managing for results. The lead provider of services to build skills and awareness will be AIT, which will design, deliver, and direct the educational products and services according to AIT's rules and regulations in consultation with the TSI coordinator and the deputy. AIT is the most qualified and competent agency to act as lead provider of services based on its experience, capacity, and commitment and it will be appointed by direct selection. A domestic service provider will be required to manage the logistics of skills and awareness building, ensure correspondence with cultural dynamics, and facilitate M&E.<sup>16</sup> All consulting services required for the TA will be engaged in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants. All equipment, goods, and works required for the TA will be procured in accordance with ADB's *Guidelines for Procurement*. The TA will be implemented over a 2-year period, from September 2004 to September 2006. An indicative activities and staffing schedule is in Appendix 3. Terms of reference, including M&E and reporting requirements, are in Appendix 4.

<sup>15</sup> The unit will share the premises of the Learning Resource Center. The Center was set up under the Phnom Penh Plan to enable public access to ADB and Greater Mekong Subregion (GMS) databases. It will house a library of hard texts and electronic files and an Internet facility that will network across the six GMS countries, Phnom Penh Plan partners, and development institutions. It will establish and maintain Phnom Penh Plan web site.

<sup>16</sup> VBNK, a Cambodian institute offering training for capacity building and organizational development, will be appointed by direct selection. VBNK is a Khmer language acronym for "Training Institute for Managers of Organizations Working for the Development of Cambodia."

11. Delivering a broad range of skills and awareness building to a wide target audience is not easy. Therefore, an executing committee will be established to facilitate TA implementation, reflect stakeholder interests, and publicize the schedules of training programs. The committee will be chaired by the Council for Agriculture and Rural Development (representing most line agencies). The Council is a high-level body established to coordinate ministries, facilitate policy formulation and implementation, and harmonize external assistance. The Prime Minister chairs it. The committee will include the Cambodia National Mekong Committee (representing the line agencies concerned with management of the Mekong River and related natural resources and responsible for basin planning that recognizes the interconnectedness of social, economic, and environmental factors), the Department of Local Administration within the Ministry of Interior (representing the interests of local government and responsible for implementing the Government's decentralization program), and the NGO Forum on Cambodia (representing NGOs and acting on behalf of networks such as the Centre d'Etude et de Développement Agricole Cambodgien and the Fisheries Action Coalition Team). The deputy TSI coordinator will act as secretary to the executing committee. The executing committee will meet every 3 months.

12. The TA is allied to the networking arrangement, a key objective of which is to broaden the basis of dissemination of information: the TA's deliverables<sup>17</sup> will therefore be disseminated through AIT's and ADB's information networks. In ADB, these include the Tonle Sap Initiative Brochure and the Tonle Sap Environmental Management Project web site.

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

13. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$500,000 to the Government of Cambodia to be financed on a grant basis by the Poverty Reduction Cooperation Fund for Capacity Building for the Tonle Sap Poverty Reduction Initiative, and hereby reports this action to the Board.

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<sup>17</sup> These include the Tonle Sap database, which will be maintained beyond TA completion.

## TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p><b>Goal</b> Sustainable management and conservation of natural resources and biodiversity in the Tonle Sap basin</p>	<ul style="list-style-type: none"> <li>• Policies for integrated basin planning and management</li> <li>• Institutions for integrated basin planning and management</li> <li>• Stakeholder participation in decision-making</li> <li>• Investments in the water, land, and biotic resource sector and in the human resources associated with each</li> </ul>	<ul style="list-style-type: none"> <li>• Central and provincial government statistics</li> <li>• Research program publications</li> </ul>	
<p><b>Purpose</b> Capacity to manage, engage in, and support the Tonle Sap Initiative (TSI) is built at national, provincial, and local levels</p>	<ul style="list-style-type: none"> <li>• The skills and awareness of a reasonable cross-section of the stakeholders involved in the TSI are built at national, provincial, and local levels in the provinces of the Tonle Sap basin by the end of month 24</li> <li>• A clearinghouse of information about the Tonle Sap basin operates in AIT by the end of month 24</li> <li>• Partnership with bilateral and multilateral institutions are strengthened by the end of month 24</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance (TA) framework</li> <li>• TA completion report prepared by the Asian Development Bank (ADB)</li> <li>• TA reports and review missions</li> <li>• TA completion assessment of the skills and awareness built</li> </ul>	<ul style="list-style-type: none"> <li>• Basic capacity exists and can be mobilized to manage, engage in, and support the TSI</li> <li>• The executing committee and the Asian Institute of Technology (AIT) have a clear vision about the purpose of the TA, and how it is to be achieved</li> </ul>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Skills and awareness are built</li> </ul>	<ul style="list-style-type: none"> <li>• The TSI is reviewed by the end of month 1</li> <li>• A reasonable cross-section of the stakeholders involved in the TSI is identified by the end of month 1.5</li> <li>• The deficiencies in skills and awareness that limit the ability of stakeholders to fulfill agreed or potential roles are ascertained by the end of month 2</li> <li>• Educational products and services are designed, delivered, and directed during months</li> </ul>	<ul style="list-style-type: none"> <li>• TA reports and review missions</li> <li>• Monitoring and evaluation (M&amp;E) system</li> </ul>	<ul style="list-style-type: none"> <li>• Key staffs of AIT are actively involved</li> <li>• Staffs of AIT and the TSI coordinator and deputy establish processes for reviewing the work and for redirecting the effort as necessary to achieve the purpose of the TA</li> <li>• Staffs of AIT and the TSI coordinator and deputy are aware of and sensitive to organizational and cultural characteristics and factors that may influence their performance</li> </ul>

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**TECHNICAL ASSISTANCE FRAMEWORK—Continued**

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<ul style="list-style-type: none"> <li>• Knowledge is networked</li> <li>• Partnerships are strengthened</li> </ul>	<p>1–24 and national capacity to do so is added to by training of 20 trainers during 2 weeks in AIT by the end of month 6</p> <ul style="list-style-type: none"> <li>• The efficiency and effectiveness of skills and awareness building is monitored, based on an agreed M&amp;E system during months 4–24</li> <li>• The results of M&amp;E are fed back into the process for provision of customized educational products and services during months 4–24</li> <li>• The Tonle Sap office is established, equipped, and operated in AIT during months 1–24</li> <li>• ADB's collaborative arrangements under the TSI are reviewed by the end of month 1</li> <li>• Opportunities to strengthen and add to them are identified by the end of month 1.5</li> <li>• Channels for structured dialogue are enhanced by the end of month 2</li> <li>• An action plan for partnerships is drawn by the end of month 2</li> <li>• TA concept papers are elaborated to give them practical expression during months 6–7 and during months 11–12</li> </ul>		<ul style="list-style-type: none"> <li>• Staffs of AIT and the TSI coordinator and deputy form a close working relationship and resolve any organizational representation issues that may arise during TA implementation</li> <li>• The Tonle Sap office has sufficient capacity to network knowledge as planned</li> <li>• A reasonable cross-section of the stakeholders involved in the TSI is willing and able to benefit from the TA</li> </ul>
<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>• Building skills and awareness: for details of key activities, see the indicative activities and staffing schedule and the terms of reference</li> <li>• Networking knowledge: for details of key activities, see the indicative activities and staffing schedule and the terms of reference</li> </ul>	<p align="center"><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Tonle Sap office</li> <li>• TSI coordination unit</li> <li>• 6 person-months of international consulting services</li> <li>• 24 person-months of domestic consulting services</li> <li>• 2 service providers</li> <li>• 4 training programs, delivered 70 times in all</li> <li>• 20 trained trainers</li> <li>• Equipment</li> </ul>	<ul style="list-style-type: none"> <li>• TA reports and review missions</li> </ul>	<ul style="list-style-type: none"> <li>• The executing committee is established</li> <li>• Skills and awareness building is conducted well and according to realistic schedules</li> <li>• Candidates are available to be trained as trainers.</li> <li>• The TSI coordinator and deputy coordinate activities effectively</li> <li>• The TSI coordinator and deputy have good client management skills</li> </ul>

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**TECHNICAL ASSISTANCE FRAMEWORK—Continued**

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<ul style="list-style-type: none"> <li>Strengthening partnerships: for details of key activities, see the indicative activities and staffing schedule and the terms of reference</li> </ul>			<ul style="list-style-type: none"> <li>The TSI coordinator and deputy maintain clear roles, responsibilities, and deadlines</li> <li>The Tonle Sap office is established and equipped on schedule and operates efficiently and effectively</li> </ul>
<p><b>Input Category</b></p> <p><b>ADB</b></p> <ol style="list-style-type: none"> <li>TSI coordinator 120</li> <li>Deputy TSI coordinator 48</li> <li>International and local travel for consultants 24</li> <li>Service provider (international) 222</li> <li>Service provider (domestic) 7</li> <li>Miscellaneous administration and support costs 41</li> <li>Contingencies 38</li> </ol> <p><b>Government of Cambodia</b></p> <ol style="list-style-type: none"> <li>Remuneration and per diem of counterpart staff 25</li> <li>Supply of data, maps, and reports 25</li> <li>Administrative support and others 40</li> </ol> <p><b>Total 590</b></p>	<p><b>Cost Estimates (\$'000)</b></p>	<ul style="list-style-type: none"> <li>TA framework</li> <li>TA completion report</li> <li>TA reports and review missions</li> <li>TA completion assessment of the skills and awareness built</li> </ul>	<ul style="list-style-type: none"> <li>Linked activities are scheduled appropriately</li> <li>All logistical and administrative arrangements are in place</li> </ul>

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

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Poverty Reduction Cooperation Fund Financing<sup>a</sup></b>			
1. Consultants			
a. Remuneration and Per Diem			
i. Tonle Sap Initiative Coordinator	120.00	0.00	120.00
ii. Deputy Tonle Sap Initiative Coordinator	0.00	48.00	48.00
iii. International and Local Travel	16.00	8.00	24.00
b. Service Provider (International) <sup>b</sup>			
i. Program Customization (4 courses @ \$2,000) <sup>c</sup>	8.00	0.00	8.00
ii. Program Delivery (70 deliveries @ \$2,000) <sup>d</sup>	40.00	100.00	140.00
iii. Training of Trainers (20 trainees over 2 weeks) <sup>e</sup>	50.00	0.00	50.00
iv. Tonle Sap Office Coordinator (part-time)	24.00	0.00	24.00
c. Domestic Service Provider <sup>f</sup>			
i. Logistics and Miscellaneous Services	0.00	5.00	5.00
ii. Technical Assistance Completion Assessment	0.00	2.00	2.00
2. Miscellaneous Administration and Support Costs			
a. Tonle Sap Office <sup>g</sup>	26.00	0.00	26.00
b. Tonle Sap Initiative Coordination Unit <sup>g</sup>	0.00	15.00	15.00
3. Contingencies (8%)	23.00	15.00	38.00
<b>Subtotal (A)</b>	<b>307.00</b>	<b>193.00</b>	<b>500.00</b>
<b>B. Government Financing<sup>h</sup></b>			
1. Remuneration and Per Diem of Counterpart Staff	0.00	25.00	25.00
2. Supply of Data, Maps, and Reports	0.00	25.00	25.00
3. Administrative Support	0.00	25.00	25.00
4. Others	0.00	15.00	15.00
<b>Subtotal (B)</b>	<b>0.00</b>	<b>90.00</b>	<b>90.00</b>
<b>Total</b>	<b>307.00</b>	<b>283.00</b>	<b>590.00</b>

<sup>a</sup> Administered by the Asian Development Bank.

<sup>b</sup> The Asian Institute of Technology will be directly selected.

<sup>c</sup> Includes review of existing training programs and development of training material.

<sup>d</sup> This estimate of the number of deliveries assumes 30% of deliveries by the Asian Institute of Technology and 70% by the trained trainers. It includes provision for trainer remuneration and per diem, training facilities and consumables, and snacks for course participants.

<sup>e</sup> Includes tuition, accommodation, subsistence allowance, and international travel.

<sup>f</sup> VBNK will be directly selected. VBNK is a Khmer language acronym for "Training Institute for Managers of Organizations Working for the Development of Cambodia."

<sup>g</sup> Includes provision for office equipment and consumables (computer, printer, scanner, photocopier, file cabinets, map cases, and bookshelves).

<sup>h</sup> In kind.

Source: Asian Development Bank estimates.

## INDICATIVE ACTIVITIES AND STAFFING SCHEDULE

Activity	Project Year																								Responsibility		
	1												2												TSIC	DTSIC	AIT
<b>1. Skills and Awareness are Built.</b>																											
a. The TSI is reviewed.	■																								①	②	
b. A reasonable cross-section of stakeholders involved in the TSI is identified.	■																								①	②	
c. The deficiencies in skills and awareness that limit their ability to fulfill agreed or potential roles are ascertained.	■																								①	②	②
d. Educational products and services are designed and delivered and national capacity to do so is added to by training of trainers.	■																								②	②	①
e. The efficiency and effectiveness of skills and awareness building are monitored, based on an agreed M&E system.	■																								②	②	①
f. The results of M&E are fed back into the process for provision of customized educational products and services.	■																										①
<b>2. Knowledge is Networked.</b> The Tonle Sap office is established, equipped, and operated in AI	■																										①
<b>3. Partnerships are Strengthened.</b>																											
a. ADB's collaborative arrangements under the TSI are reviewed.	■																								①	②	
b. Opportunities to strengthen and add to them are identified.	■																								①	②	
c. Channels for structured dialogue are enhanced.	■																								①	②	
d. An action plan for partnerships is drawn.	■																								①	②	
e. TA concept papers are elaborated to give them practical expressions.	■																								①	②	
<b>Staffing Schedule</b>																											
TSIC	■																								①		
DTSIC	■																									①	
International Service Provider	■																										①
Domestic Service Provider	■																										
<b>Reports</b>																											
Inception Report	■																								①	②	
Monthly Progress Note	■																								①	②	
Bimonthly Progress Note	■																										①
Work Program	■																										①
Monitoring and Evaluation Report	■																										①
Midterm Report	■																								①	②	
Draft Final Report	■																									①	
Final Report	■																									①	
<b>Output to Purpose Reviews</b>	■																										

**Legend:**

■ Full-time activity      ■ Intermittent activity

ADB - Asian Development Bank, AIT - Asian Institute of Technology, DTSIC - Deputy Tonle Sap Initiative Coordinator, M&E - monitoring and evaluation, TSI - Tonle Sap Initiative, TSIC - Tonle Sap Initiative Coordinator.

## TERMS OF REFERENCE

1. Technical assistance (TA) implementation will require 6 person-months of international and 24 person-months of domestic consulting services. The lead provider of services to build skills and awareness will be the Asian Institute of Technology (AIT). Using personnel working in the cell associated with the networking arrangement between the Asian Development Bank (ADB) and AIT,<sup>1</sup> it will also establish in AIT a Tonle Sap office. VBNK,<sup>2</sup> a Cambodian institute, will act as domestic service provider to manage the logistics of skills and awareness building, ensure correspondence with cultural dynamics, and facilitate monitoring and evaluation (M&E). A Tonle Sap Initiative (TSI) coordinator and deputy will be engaged individually. AIT and VBNK will be appointed by direct selection. All consulting services required for the TA will be engaged in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants. The TA will be implemented from September 2004 to September 2006.

**A. Terms of Reference for the Tonle Sap Initiative Coordinator** (one international consultant, 6 person-months, intermittent)

2. The TSI coordinator will provide direction and impetus to TA implementation, network actively to drive outputs, monitor overall accomplishments closely on behalf of ADB, and generally help the TSI. He or she will (i) have primary expertise in management and institutional development and secondary expertise in knowledge management; (ii) be familiar with the particular circumstances of the Tonle Sap basin; and (iii) have advanced leadership, managerial, diplomatic, and negotiating skills and a history of managing for results. Familiarity with poverty reduction and sustainable development will also be required.

3. **Building Skills and Awareness.** The TSI coordinator will (i) review the TSI; (ii) confirm the composition of the core groups of change agents associated with the TSI; (iii) decide on the allotment of skills and awareness building; (iv) pass the decision to AIT for elaboration and scheduling of its services; (v) configure and agree on, jointly with AIT, an M&E system, including general and specific indicators, for results-oriented capacity building; (vi) supervise the design and delivery of educational products and services; (vii) engage and oversee VBNK in managing the logistics of skills and awareness building and ensure correspondence with cultural dynamics; (viii) help AIT to monitor and evaluate the efficiency and effectiveness of skills and awareness building based on the indicators agreed upon; and (ix) encourage AIT to feed the results of M&E into the process for providing customized educational products and services.

4. **Networking Knowledge.** The TSI coordinator will (i) advise AIT on the establishment, equipment, and operation of the Tonle Sap office and on the contents and potential users of the Tonle Sap database to be housed within it;<sup>3</sup> (ii) work with AIT to publicize the Tonle Sap database in Cambodia; (iii) direct the deputy TSI coordinator to facilitate the supply of information and the interaction required between ADB and AIT for AIT to update the Tonle Sap database regularly; (iv) draw from the Tonle Sap database to provide inputs to the country

<sup>1</sup> ADB. 2002. *Technical Assistance for Networking with the Asian Institute of Technology*. Manila. The personnel includes a part-time project coordinator, a full-time program specialist, and a full-time management information systems analyst.

<sup>2</sup> VBNK is a Cambodian institute offering training for capacity building and organizational development. VBNK is a Khmer language acronym for "Training Institute for Managers of Organizations Working for the Development of Cambodia."

<sup>3</sup> In so doing, the coordinator will also ensure that documents are catalogued and maintained in a Tonle Sap Initiative (TSI) coordination unit database and shared with the Tonle Sap database.

strategy and program, 2005–2007 and its updates so that they take full account of the evolving situation in the Tonle Sap basin and meet the goal and development objectives of the TSI; (v) share and exchange with AIT news of critical events and activities in Cambodia; (vi) provide input material to the Tonle Sap Initiative Brochure and the Tonle Sap Environmental Management Project web site; and (vii) advise ADB on the establishment of a Tonle Sap Institute in Siem Reap or Battambang to be the national center for continuing skills and awareness building in, information about, and research on the Tonle Sap basin.

**5. Strengthening Partnerships.** The TSI coordinator will (i) direct the deputy TSI coordinator to analyze external assistance that relates to the TSI; (ii) review ADB's collaborative arrangements under the TSI, including those with the Food and Agriculture Organization of the United Nations; the United Nations Development Programme; the United Nations Educational, Scientific, and Cultural Organization; and the WorldFish Center; (iii) identify opportunities to strengthen and add to them; (iii) draw an action plan for partnerships; and (iv) elaborate TA concept papers to give them practical expression. When identifying opportunities to strengthen partnerships and add to them and drawing the action plan for partnerships, the TSI coordinator will (i) clarify the goal and objective behind forming a partnership; (ii) identify the stakeholders; (iii) analyze the key interests or concerns that can help or hinder partnerships; (iv) make sure that there is support and agreement within ADB on the scope of the proposed partnership; (v) make informal contact with partners to understand their values and interests; (vi) plan the partnership process over time; and (vii) encourage ideas from partners because ownership leads to commitment.

**B. Terms of Reference for the Deputy Tonle Sap Initiative Coordinator** (one domestic consultant, 24 person-months, continuous)

6. The deputy TSI coordinator will work with the TSI coordinator to provide direction and impetus to TA implementation, network actively to drive outputs, monitor overall accomplishments closely on behalf of ADB, and generally help the TSI. The deputy TSI coordinator will (i) have primary expertise in management and institutional development and secondary expertise in knowledge management, and (ii) be familiar with the particular circumstances of the Tonle Sap basin. Familiarity with poverty reduction and sustainable development will also be required. The deputy TSI coordinator will assist the TSI coordinator in all aspects of the tasks assigned to the latter, provide continuity when the TSI coordinator is absent, be the TSI coordinator in the second year of TA implementation, and launch and oversee an assessment of the skills and awareness built. The assessment will (i) describe the purpose and scope of the intended output; (ii) review inputs and activities; (iii) evaluate the output in terms of efficiency and effectiveness; (iv) appraise outcomes based on the results of M&E; and (v) discuss lessons learned. Additionally, the deputy will (i) analyze external assistance that relates to the TSI; (ii) facilitate the supply of information and the interaction required between ADB and AIT for AIT to update the Tonle Sap database, and provide translation of information in the English and Khmer languages when necessary; and (iii) be secretary to the executing committee, arranging regular meetings, preparing and circulating agendas, taking and distributing minutes of meetings in the English and Khmer languages, and advising stakeholders of the committee's decisions.

**C. Terms of Reference for the Asian Institute of Technology**

7. **Building Skills and Awareness.** AIT will (i) design, deliver, and direct, according to AIT rules and regulations and in consultation with the TSI coordinator and deputy, the educational products and services that will enable the core groups of change agents associated with the TSI

to fulfill agreed or potential roles; (ii) configure and agree on, jointly with the TSI coordinator and deputy, the M&E system, including general and specific indicators, for results-oriented capacity building; (iii) monitor and evaluate the efficiency and effectiveness of skills and awareness building based on the indicators agreed upon with the TSI coordinator and deputy; (iv) feed the results of M&E back into the process for provision of customized educational products and services; (v) identify and train 20 trainers<sup>4</sup> within 6 months of the commencement of the TA, and entrust the latter on the advice of the TSI coordinator and deputy with delivery of further training programs; and (vi) advise ADB on the establishment, with possible support from AIT, of a Tonle Sap Institute in Siem Reap or Battambang to be the national center for continuing skills and awareness building in, information about, and research on the Tonle Sap basin.

8. **Networking Knowledge.** AIT will (i) establish, equip, and operate the Tonle Sap office and the Tonle Sap database to be housed within it; (ii) publicize the Tonle Sap database to students and professionals researching or working for sustainable management and conservation of natural resources and biodiversity in the Tonle Sap basin; (iii) instruct staff of AIT to refer to the Tonle Sap database when formulating customized educational products and services for skills and awareness building tuned to the particular circumstances of the Tonle Sap basin; (iv) share and exchange with the TSI coordinator and deputy news of critical events and activities in Cambodia; and (v) collaborate with the deputy TSI coordinator to facilitate the supply of information and the interaction required between ADB and AIT for AIT to update the Tonle Sap database regularly.

9. **The Tonle Sap Office.** The Tonle Sap office will be the TA's focal point in AIT. A part-time Tonle Sap Office coordinator engaged by AIT will run it. The coordinator will have primary expertise in management information systems and secondary expertise in program administration. He or she will (i) coordinate accomplishment of the terms of reference for AIT, and (ii) facilitate communications and enhance working relationships between staffs of ADB and AIT and the TSI coordinator and deputy.

#### **D. Terms of Reference for VBNK**

10. VBNK will manage the logistics of skills and awareness building and ensure correspondence with cultural dynamics. VBNK will (i) book and arrange the venues for skills and awareness building in Phnom Penh and in the provinces of the Tonle Sap basin; (ii) help AIT and, thereafter, the 20 trainers to manage the process of information exchange, in order to increase the effectiveness of skills and awareness building; (iii) follow up on monitoring for results-oriented training; and (iv) report to the TSI coordinator. VBNK will also carry out the TA completion assessment of the skills and awareness built, under the supervision of the deputy TSI coordinator.

#### **E. Monitoring and Evaluation**

##### **1. Monitoring Results-Oriented Training**

11. Training (or skills and awareness building) is a necessary but usually not sufficient tool to use together with others. For that reason, one should pay attention to the "why" of training and not just to its "how". In a word, training serves to fortify or inculcate the knowledge, skills, and attitudes that an institution (or individual) needs to achieve results. If planning and implementation of training is focused on improving the performance of an institution, the

<sup>4</sup> Likely sources of male and female trainees include the Royal Agricultural University, the Royal University of Phnom Penh, the Institute of Technology of Cambodia, and national nongovernment organizations.

likelihood of achieving intermediate results will be enhanced. To configure an M&E system that links training to a goal and higher-level result, one should therefore ask the following questions:

- (i) **Higher-level result.** What changes in the performance of the institution will contribute to the goal?
- (ii) **Institution-level results.** What kind of performance will be required of the institution in order for it to attain the higher-level result?
- (iii) **Group-level results.** What does an analysis of the human resource capacity of the institution reveal about the performance requirements needed to achieve the desired results?
- (iv) **Training results.** What gaps in performance can be addressed by training?

12. Once these questions have answered, the M&E system can then be configured based on the illustrative framework outlined in Table A4.1:

**Table A4.1: Monitoring Results-Oriented Training**

Logical Chain	Goal	Higher-Level Result	Institution-Level Results	Group-Level Results	Training Results
Result	Sustainable management and conservation of natural resources and biodiversity in the Tonle Sap basin	Improved performance of institutional cluster	Improved performance of institution	Improved trainee performance Training is applied at the workplace or in the community	Trainees demonstrate the skills, knowledge, and attitudes acquired
General Indicator	The stakeholders involved in the TSI are benefited as planned	Capacity to manage, engage in, and support the TSI is built at the national, provincial, and local levels	Capacity to manage, engage in, and support the TSI is built at the institutional level	Training is applied and shared at the workplace or in the community	Trainees master new skills and knowledge and demonstrate attitudes
Specific Indicator	TBD	TBD	TBD	TBD	TBD
Timeline	5–8 years	4–6 years	2–3 years	6 months	Upon completion of training
Role of Training in Achieving Result	Component attribution	Indirect plausible link, given critical assumptions	Direct plausible link, given critical assumptions	Directly linked to training	Directly linked to training

TBD = to be decided, TSI = Tonle Sap Initiative.

## 2. Selecting General and Specific Indicators

13. Table A4.2 outlines a framework for selecting general and specific indicators that are anchored in a cause-and-effect logic:

**Table A4.2: Selecting General and Specific Indicators**

Plausible Link	Results	General Indicators	Specific Indicators
Contributing to the Goal	Sustainable management and conservation of natural resources and biodiversity in the Tonle Sap basin	The stakeholders involved in the TSI are benefited as planned	TBD
Contributing to the Higher-Level Result	The performance of the institution is Improved	Capacity to manage, engage in, and support the TSI is built at the national, provincial, and local levels	TBD

Plausible Link	Results	General Indicators	Specific Indicators
Contributing to Institution-Level Results	The human resource capacity of the institution is increased	Capacity to manage, engage in, and support the TSI is built at the institutional level	TBD
Contributing to Group-Level Results	The performance of trainees is improved	Training is applied and shared at the workplace or in the community	TBD
Contributing to Trainee Capacity	The capacity of trainees is increased	Trainees master new skills and knowledge and demonstrate attitudes	TBD
Managing for Results	Cost-effective training is delivered	The service providers met performance standards	TBD

TBD = to be decided, TSI = Tonle Sap Initiative.

14. Meaningful specific indicators will detail (i) satisfaction levels; (ii) acquisition of new skills, knowledge, and attitudes; (iii) application of learning; and (iv) changes in performance. They will permit disaggregation by gender. When configuring the M&E system, however, it will be important to specify also who needs to know such results and how they are to be collected in a cost-effective way.

## F. Reporting Requirements

15. **Tonle Sap Initiative Coordinator.** The TSI coordinator will produce an inception report within 2 weeks of the commencement of the TA and a midterm report detailing TA outcomes and recommending actions within 12 months of the start of TA implementation. The TSI coordinator will also prepare brief monthly progress notes for review by ADB, AIT, and the executing committee. These notes, which should not exceed three pages, are intended to keep the parties informed of input-to-output progress and constraints impeding TA implementation.

16. **Deputy Tonle Sap Initiative Coordinator.** The deputy TSI coordinator will assist the TSI coordinator to meet reporting requirements in the first year of TA implementation. In the second year of TA implementation, the deputy TSI coordinator will assume full responsibility for reporting requirements and produce a draft final report and final report detailing TA outcomes within 23 months and 24 months, respectively, of the start of TA implementation. The final report will (i) describe TA outputs, the capacity built, and the achievement of targets; (ii) review the performance of AIT, paying particular attention to analysis of background data; appropriateness of the approach and methodology; initiative, flexibility, and innovation; design solutions; skills and awareness building functions; understanding of procedures; adherence to the terms of reference; compliance with the work program; presentation of results; quality of reports; and competence and conduct of experts; (iii) incorporate feedback from partners; and (iv) identify lessons learned and provide recommendations for follow-up actions.

17. **Asian Institute of Technology.** AIT will produce (i) a work program for skills and awareness building within 2 months of the commencement of the TA, and (ii) individual M&E reports upon delivery of each batch of educational products and services. The work program will include an approach and methodology, an organization chart, a time schedule, a detailed work plan, a staffing schedule for delivery of educational products and services, and the biodata of the staffs proposed. It will detail an M&E system. The main text of the work program will be limited to 10 single-sided pages. The biodata will be limited to 5 single-sided pages. AIT will also prepare brief progress notes every 2 months for review by ADB, the TSI coordination unit, and the executing committee. These notes, which should not exceed three pages, are intended to keep the parties informed of input-to-output progress and constraints impeding TA implementation.