

Cambodia

Sustainable Assets for Agriculture Markets, Business and Trade Project Supervision Report

Mission Dates: 10/09/2024-08/10/2024

Document Date: 08/11/2024

Project No. 2000002278

Report No. 6835-KH

Asia and the Pacific Division
Programme Management Department

Abbreviations and Acronyms

AIMS	Accelerated Inclusive Markets for Smallholders
AM	Aide Memoire
ASPIRE	Agriculture Support Programme for Innovation, Resilience and Extension
AWPB	Annual Work Plan and Budget
C1	Component 1
C2	Component 2
CAMDx	Cambodia Data Exchange
CBA	cost-benefit analysis
CF	Challenge Fund
CPS	Centre for Policy Studies
CPSC	Country Programme Steering Committee
CSO	Civil Society Organization
DBST	double bituminous surface treatment
EFA	Economic and Financial Analysis
EIB	European Investment Bank
EIRR	Economic Internal Rate of Return
EP	Economic Pole
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
EU	European Union
FPIC	Free Prior and Informed Consent
GAP	Gender Action Plan
GBV	Gender-Based Violence
GDA	General Directorate of Agriculture (of MAFF)
GDICDM	General Department of International Cooperation and Debt Management (MEF)
GEWE	gender equality and women's empowerment
GoKC	Government of the Kingdom of Cambodia
GTA	Gender Transformative Approach
IFAD	International Fund for Agriculture Development
ISM	Implementation Support Mission
MAFF	Ministry of Agriculture, Forestry and Fisheries
MEF	Ministry of Economy and Finance
MLMUPC	Ministry of Land Management, Urban Planning, and Construction
MOE	Ministry of Environment
MoLVT	Ministry of Labour and Vocational Training
MoWA	Ministry of Women's Affairs
MPWT	Ministry of Public Works and Transport
MRD	Ministry of Rural Development
MSP	Multi-Stakeholder Platform
MTR	Mid-Term Review
NGO	Non-Governmental Organizations
NOL	No Objection Letter
NPV	Net Present Value
OP	Operational Policy
PCD	Project Completion Date
PDAFF	Provincial Department of Agriculture, Forestry and Fisheries
PDRD	Provincial Department of Rural Development

PIM	Project Implementation Manual
PIU	Project Implementation Unit (in MEF)
PMU	Project Management Unit (in MRD)
PSM	Partial Supervision Mission
SAAMBAT	Sustainable Assets for Agriculture Markets, Business and Trade
SDF	Skills Development Fund
SDU	Skills Development Unit
SM	Supervision Mission
SP	Service Provider
SP1	Technical Service Provider for implementation of C1
SP2	Skills Development Services Provider for implementation of C2 - SC 2.2
SP3	Digital Technology Services Provider for implementation of C2 - SC 2.2
SP4	Major Impact Survey service provider, to conduct baseline, mid-term and end-line surveys
SP5	Service Provider for implementation of C2 - SC 2.2 (Challenge Fund)
TA	Technical Assistance
TCM	Technical Coordination Meeting
ToC	Theory of Change
TSC	Techo Startup Center
TVET	Technical and Vocational Education and Training
VfM	Value for Money
VOC	vehicle operating cost

A. Project Overview

Region:	Asia and the Pacific Division	Project at Risk Status:	Not at risk
Country:	Cambodia	Environmental and Social Category:	Substantial
Project Name:	Sustainable Assets for Agriculture Markets, Business and Trade Project	Climate Risk Classification:	Moderate
Project ID:	200002278	Executing Institution:	Ministry of Rural Development
Project Type:	Storage, processing and marketing	Implementing Institutions:	Ministry of Economy and Finance
CPM:	Frew Behabtu		
Project Director:	Project Director: H.E Chreay Pom (email: chreaypom@gmail.com) Project Manager: Mr Touch Siphat (email: touch.siphat@gmail.com)		
Project Area:			

Approval Date:	12/09/2019	Last audit receipt:	28/06/2024
Signing Date:	12/09/2019	Date of Last SIS Mission:	08/10/2024
Entry into Force Date:	12/09/2019	Number of SIS Missions:	11
Available for Disbursement Date:	05/03/2020	Number of extensions:	0
First Disbursement Date:	12/03/2020	Effectiveness lag:	0 months
MTR Date:	01/03/2023		
Original Completion Date:	30/09/2025		
Current Completion Date:	30/09/2025		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	IFAD	\$53,186,000
	Asia and the Pacific Division	\$1,200,000
Domestic Financing breakdown	Local Government	\$1,130,000
	Beneficiaries	\$144,000
	National Government	\$11,281,000
Co-financing breakdown,	To be determined	\$25,170,000
	European Investment Bank	\$57,600,000
	European Investment Bank	\$17,626,300
Project total financing:		\$167,337,300

Current Mission

Mission Dates: 10/09/2024-08/10/2024

Days in the field: 9

Mission composition: IFAD mission team in-country:

1. Rachele Arcese, Programme Officer (PO) – Mission leader / Social Inclusion and project Management
2. Julian Abrams, Rural Development Specialist – Team leader / C1, C2.1 and C2.3
3. Esha Singh, Global Technical Specialist - ICT4D in Agriculture, PMI / SC 2.2.
4. Daniela Morra, Environmental and Climate Specialist
5. Hien Minh Vu, M&E and KM Specialist
6. Norpulat Daniyarov, Regional Financial Management Officer
7. Mr Duy Phan Toan, Procurement Specialist.

Frew Behabtu, Country Director, joined for selected meetings and fiel visits. For EIB, Kevin Cheung, Senior Engineer joined the first week of the mission in person and Francesco Consiglio, Principal Adviser participated in meetings remotely. For EU Delegation, Bryan Fornari and Kiet Lenghour participated in meetings and fieldwork.

Field sites visited: Kampot, Preah Vihear, Kampong Thom, Kampong Cham, Svay Rieng and Kandal Provinces

B. Overall Assessment

Key SIS Indicator #1	∅	Rating	Key SIS Indicator #2	∅	Rating
Likelihood of Achieving the Development Objective		4.11	Assessment of the Overall Implementation Performance		4.42

Effectiveness and Developmental Focus		4	Project Management		4
Effectiveness		4	Quality of Project Management		4
Targeting and Outreach		4	Knowledge Management		5
Gender equality & women's participation		4	Value for Money		4
Agricultural Productivity		N/A	Coherence between AWPB and Implementation		4
Nutrition		N/A	Performance of M&E System		5
Adaptation to Climate Change		4	Social, Environment, and Climate Standards requirements		4

Sustainability and Scaling-up		4	Financial Management and Execution		5
Institutions and Policy Engagement		4	Acceptable Disbursement Rate		4
Partnership-building		5	Quality of Financial Management		5
Human and Social Capital and Empowerment		4	Quality and Timeliness of Audit		4
Quality of Project Target Group Engagement and Feedback		5	Counterparts Funds		5
Responsiveness of Service Providers		4	Compliance with Loan Covenants		5
Environment and Natural Resource Management		4	Procurement		4
Exit Strategy		5			
Potential for Scaling-up		4			

Relevance		5
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C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

1. The International Fund for Agricultural Development (IFAD), the European Investment Bank (EIB), the European Union (EU) Delegation and the Government of the Kingdom of Cambodia (GoKC) jointly conducted the Supervision Mission (SM) for the Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT) project from 10th to 23rd September 2024 in Cambodia.
2. The Mission aimed to assess project overall performance, progress towards the Project Completion Date (PCD), and the need for an extension or cancellation of funds. It also aimed to identify lessons learned and innovative approaches.
3. The Mission was conducted in hybrid mode, with in-person and videoconference meetings in Phnom Penh, and field visits to Kandal, Kampong Chhang, Battambang, and Banteay Meanchey Provinces from 11th to 14th September 2024.
4. The objective of SAAMBAT is to sustainably increase productivity of youth, enterprises and the rural economy for 200,000 poor and vulnerable rural households. The project Executing Agency is the Ministry of Rural Development (MRD). The Ministry of Economy and Finance (MEF) together with its Skills Development Unit (SDU), Techo Startup Center (TSC) and the Centre for Policy Studies (CPS) have implementing responsibilities. The project comprises Component 1: Value Chain Infrastructure, implemented by MRD, and Component 2: Skills, Technology and Enterprise, implemented by MEF with SDU, TSC and CPS.
5. SAAMBAT became effective on 12th September 2019, with a planned Project Completion Date of 30th September 2025 and financial closure on 31st March 2026. Funding includes an IFAD Loan of USD 53.20 million, an IFAD Grant of USD 1.20 million, an EIB Loan of EUR 65.25 million, an EU Asia Investment Facility (EU-AIF) Grant of EUR 15 million, and a GoKC contribution of USD 11.30 million.
6. The Mission kick-off meeting on 10th September 2024 was chaired by H.E. Phoung Sophea, Secretary of State of MRD and Project Coordinator. The Mission conducted meetings with the Project Management Unit (PMU) under the leadership of H.E. Chrey Pom (Project Director and Director-General of MRD) and the Project Manager, Mr Touch Siphath, with Mr. Meas Sam An, Director of the Department of Multilateral Cooperation (DMC) of MEF's General Department of International Cooperation and Debt Management (GDICDM) and with the Project Implementation Unit (PIU) led by the PIU manager Mr. Kim Sothearith, Deputy Director of DMC. Staff of MEF Skills Development Unit, TSC and CPS participated in meetings related to their respective sub-components of the project. The Mission also met with representatives of the service providers SP1 (engineering consultants for Component 1), SP2 (skills development); SP3 (digital outreach); SP4 (impact survey), KAS-SP (development of the Khmer Agriculture Suite, KAS, core platform), and SP5 (Challenge Fund, CF). The Mission Wrap-Up on 23rd September 2024 was chaired by H.E. Phoung Sophea, Secretary of State of MRD and Project Coordinator.

Key Mission Agreements and Conclusions

7. The revised AWPB 2024 plans to spend USD 31.9 million, including USD 17.9 million from the IFAD loan. By August 31, 2024, USD 9.5 million, or 30% of the annual budget, had been spent. While the current execution rate is low, spending is expected to increase in Q4 as infrastructure contracts are disbursed. The project aims to spend 92% of the AWPB budget by December 2024.
8. In Component 1, the infrastructure outputs are complete, remaining Phase I contracts are underway, and Phase II tender documents are nearing completion. In Component 2, the final round of rural youth skills training will begin in Q4 2024, the Khmer Agriculture Suite (KAS) platform is online, and the Digital Training and Challenge Fund activities are ongoing.
9. However, some challenges under both components threaten the project's ability to complete its activities by the PCD.
10. In Component 1, delays in the feasibility and SECAP studies for the final IFAD-financed work package (Package 6B) make its completion by the PCD impossible. While Package 5B could still be completed on time, the overall timeline for IFAD-financed works has shifted to early 2026, with EIB-financed works expected by late 2026.
11. In Component 2, the procurement of two service contracts for development of the KAS satellite apps and for KAS Marketing support are at the shortlisting stage, with contract signing projected for Q1 2025. Given the 15-month implementation timeline, completing these contracts before the PCD is no longer feasible. Additionally, KAS sustainability is at risk due to the lack of a formal transfer of responsibility from MEF to TSC. Without proper data collection, the platform's effectiveness is severely compromised.
12. The Country Programme Steering Committee (CPSC) has not yet convened in 2024, and no meeting date has been set despite earlier commitments.

Key Agreements at the overall management level are as follows:

13. GoKC will consider the case for an extension of the project to enable completion of activities of strategic importance, based on a business case for extension which will be submitted to MEF by MRD and by PIU/TSC.
14. Subject to a determination that the project is qualified for extension based on appropriate criteria of GoKC, MEF will submit a Borrower Letter to IFAD requesting a no-cost extension. The Borrower request for extension will be supported by the signed Aide Memoire (mandatory) and a Management and Action Plan with (i) intermediate targets indicating key milestones and timeline to complete preparation and procurement for Component 1 works and component 2.2 activities, (ii) adequate arrangements for supervision of works and activities in the extension period.

15. GoKC will make proposals to EIB to ensure that outstanding activities to be financed by the EIB loan can be fully completed.
16. GoKC will announce a date in the final quarter of 2024 for a meeting of the CPSC.
17. An Implementation Support Mission (ISM) will be conducted in Q1 of 2025 to verify that arrangements for the extension period are on track.

D. Overview and Project Progress

Component 1: Value Chain Infrastructure (MRD) rated 4 - moderately satisfactory.

18. All contracts for implementation of sub-projects in Phase I have been signed and sub-projects are under construction, with physical progress estimated at 33% at the time of the Mission and in line with agreed schedules. Completion of IFAD financed infrastructure is due by June 2025 and completion of EIB financed sub-projects is due by August 2025. IFAD financed works in Phase 1 comprise 1.57 km of laterite road, 87.99 km of hard paved road, 3 collection points, 2 river landing facilities and 3 market improvements. EIB financed works in Phase 1 comprise 91.70 km of hard paved road.
19. Two works packages are planned for IFAD financing in Phase II. Package 5B, with 18.86km of road, two collection points and a river landing facility, has reached Procurement Review Committee review with contract signing date projected for late October and an implementation period of 12 months. Tender documents for Package 6B, with 31.86 km of road, three market improvements and a river landing facility, received IFAD NOL on 17th September 2024. The projected contract signing date is March 2025, with an implementation period of 12 months. For EIB financing, the contract for Package 5A (99.5 km of road) was signed in August 2024. Bidding for Package 6A (61.72 km of road) has been announced. Tender documents for Package 7 (72.69 km of road) are under review. Studies and design work for Package 8 (70.49 km of road) are in progress, with submission of design and tender documents planned for 30th September 2024. Projected completion dates for these four packages are August 2025, February 2026, October 2026 and October 2026 respectively.
20. Based on an estimated bid discount of around 6% and utilisation of around 50% of contingency amounts, PMU project a surplus of approximately USD 1.58 million of IFAD loan funds and USD 14 million of EIB loan / EU-AIF Grant funds. Projected final achievement is 536.9 km of road compared to the logframe target of 567 km and 15 non-road sub-projects compared to the logframe target of 32. The shortfall compared to the target results from some planned outputs being eliminated at the feasibility study stage. In the event of an extension of time being approved, PMU will seek apply the surplus to add more outputs through variations to contracts, potentially reaching or exceeding the target. If all works currently included in Packages 1 - 8 executed, the project expects achieve an outreach of around 207,000 households (C1 only) as compared to the logframe target of 200,000 for the project as a whole. However, if packages that cannot be completed by PCD are cancelled, this would reduce physical achievement by about 46% and outreach by about 30%.
21. The SP1 service provider projects that there will be a significant shortfall in the person-months available under its time-based contract, compared with the inputs needed for adequate supervision of the remaining works. SP1 is preparing a supervision plan for discussion with PMU and anticipates requesting an increase of around USD 1.8 million in the contract price to cover this need.
22. The Mission visited a selection of sub-projects under construction and conducted discussions with local authorities and beneficiaries. Technical quality was acceptable overall. Issues noted included (1) excess loose seal chip stone on a recently completed DBST road section; (2) need for improved design details to avoid weak spots at the transition from concrete to DBST pavement, and at locations where sub-project roads cross existing DBST rural roads; (3) need to provide concrete-paved designated parking and loading areas for rice and other bulk commodities, to avoid damage to DBST pavements from roadside loading; and (4) need to provide adequate parking and turning space for trucks at collection points.
23. The Mission was informed that some contractors' key site staff are unable to read and understand the contract documents in English, and / or cannot communicate with the local community in Khmer. This is leading to failure to understand and implement ESMP and other contractual requirements. PMU should take this matter up with the management of the companies concerned and should emphasise that full compliance with all contractual requirements, including the ESMP, is a condition for release of payment. Good communication with the local community is essential to implementation of the ESMP.
24. Some potential road safety hazards were noted. It was noted that a full road safety audit, as required by the EIB Finance Contract and the PIM, and included in the SP1 scope of work, has not been carried out. The Mission understands that the staff days allocated for this task in the SP1 contract have been re-allocated for other purposes. The AWPB 2025 should include provision for engaging a qualified road safety expert, independent of SP1 design team, to carry out road safety audits at relevant stages (draft design, final design, post construction) based on the guidelines that are under development in the EU-AIF grant funded TA activity (see below).
25. It was noted that some sub-projects were under construction without provision of a contract signboard. Contractors should be reminded to install these signboards in accordance with the contract at the start of construction. It was also noted that some donor information was missing from some permanent project signage – this should be corrected.
26. **EU Grant Capacity Development Activity:** The EU-AIF grant for SAAMBAT, managed by EIB, finances technical assistance implemented by DAI for capacity development of MRD in three areas: (i) rural road safety management; (ii) environmental and social safeguards; and (iii) climate change resilience and adaptation. Outputs include guidance frameworks and training workshops/materials. These have been/will be distributed to MRD and other stakeholders. More use could be made of these outputs in implementation of Component 1.

Component 2: Skills, Technology and Enterprise (MEF) rated (4) Moderately satisfactory.

27. **Sub-Component 2.1: Skills for Rural Youth and Enterprises rated as (5) Satisfactory.** As of August 2024, the project has trained 6,045 youths across two batches, reaching 88% of the target of 6,840 trainees. 84% of these trainees are from rural areas. The program exceeded its female participation goal, with 54% of the trainees being women, and 99% of trainees are between 16 and 30 years old. However, some eligibility criteria were not fully met: 16% were urban residents, and 12% did not meet the rural poor criteria (71% classified as near-poor and 17% as poor). The overall dropout rate was 6%, mainly due to family responsibilities such as assisting with harvests, caring for elderly relatives, and difficulties with distance.
28. Currently, 84% of trainees are employed, primarily in informal jobs, and 24% are self-employed. A survey of 200 trainees from Round 1 revealed that 43% of those employed reported an average income increase of 42%, which they attributed to skill enhancement and job changes related to their training. Despite general satisfaction with the training, several challenges were identified for some trainees, including transportation issues, delayed allowances, insufficient training materials, and time management difficulties.
29. For the third and final batch, scheduled to begin in October-November 2024 and end by May-June 2025, the PIU must ensure that the outreach campaign effectively targets poor rural youth, the intended beneficiaries under SC 2.1. Stricter eligibility reviews must be implemented to ensure compliance with criteria related to poverty (targeting poor and near-poor), education status, and rural background. Trainees not meeting these criteria should be excluded from Batch 3. Additionally, TVET centers should provide school materials to poor trainees, and accommodations or mobile training in the rural area for applicable curricula.
30. A combined satisfaction survey for Batches 2 and 3 must be conducted before the Project Completion Date (PCD) to assess the short- and medium-term impact of the training, contributing to the CPS policy brief in 2025. Finally, the PIU should connect successful trainees with entrepreneurial potential to existing business incubator programs funded by other organizations to support their transition into business ownership.
31. **Sub-Component 2.2: Technology and Enterprise for Rural Youth (TSC) rated as (4) Moderately satisfactory.** SC 2.2 has been partially successful in achieving the log frame targets but has not been able to fully develop satellite applications due to both changes in scope as well as procurement and management related delays. In addition, changes in data collection strategies and a lack of effective partnerships has created challenges leading to a low overall adoption and use of KAS.
32. Procurement of two service contracts for development of the KAS satellite apps (KAS- TRACK and KAS-MASTER) and for KAS Marketing support, have reached shortlisting stage, with the projected date for contract signing in early 2025. This does not leave sufficient time for effective completion of these services before the PCD. If TSC and PIU deem that these activities remain essential they will be included (together with KAS data collection) in a business case to be submitted to MEF for extension of SC2.2; otherwise they will be dropped.
33. To ensure sustainability of KAS, it is agreed that KAS development service provider (KAS-SP) will improve the performance of the KAS Platform and integrate handover and capacity building in its plan of work to ensure sufficient time and effective handover of the platform to TSC. This will be supported by 3 recently recruited developers/IT specialists plus additional developers and 5 operations management consultants to be hired under TSC to manage KAS. It was agreed that an official letter be signed by MEF for the transfer of KAS to TSC as discussed during previous missions for post project institutional sustainability.
34. To enable its core function of data exchange between the agriculture ecosystem, data collection and aggregation to support use and adoption of KAS platform is crucial. KAS data will be used to (1) visualise the type of agricultural commodities by location, (2) estimate crop yields (3) feed into KAS-AI for productivity projection and 4) enable service providers to deliver digital services to farmers among others. The project has been engaging with Cambodian Agriculture Cooperative Alliance (CACA), a not-for-profit aggregating 1,200 Agriculture cooperatives in the country, and with Tropicam, a private sector company which provides extension and bank linkages to farmers. The two entities are interested in principle to engage with KAS including collecting and entering data. However, any arrangement involving payment for services (data collection) must be treated as a services procurement under IFAD (and Government SOP) rules and must be proposed through an update to the Procurement Plan submitted in OPEN for IFAD's prior review. The proposed procurement method must be specified, with justification. For clarity, these arrangements should be named as technical services contracts rather than as partnerships or MoA.
35. The digital literacy and technology adoption activities are on track to meet the logframe objectives with overall 85% achievement on the number of persons trained in digital literacy and 60% on the number of persons participating in technology adoption sub-projects. The targets on the number of users of KAS, satellite applications and the challenge fund apps (25,000 expected) will be difficult to achieve from the current status of 42% (6,841 users of KAS and 3,682 users of CF apps). There have also been several changes to the scope, the methodology and the curriculum for the digital literacy trainings. Overall, the training programmes remain very broad with online refresher training and follow-up with participants via Telegram groups. The mission also saw a training programme in Battambang province and the participants expressed overall satisfaction but also the need for ongoing engagement and support to improve adoption. The digital outreach service provider (SP3) should conduct an overall effectiveness assessment as well as document stories and lessons from the digital literacy trainings. On the technology project adoption sub projects, other value chain stakeholders in the targeted Economic Poles and clusters (AIMS, ASPIRE) should be included to expand the adoption of digital solutions especially those developed and promoted under the SAAMBAT project. SP3 as per its workplan has to train 100 KAS entrepreneurs to support data collection activities as well as enable these entrepreneurs to engage in remunerative employment supporting agriculture related services. To date only 30 KAS entrepreneurs have been trained in data collection. The remaining 70 need to be identified in consultation with TSC and be trained on data collection and digital literacy to support communities with agriculture production and marketing activities. Potentially, these entrepreneurs could be Commune Agriculture Officers. The proportion of digital outreach activity beneficiaries who are youth is below the logframe target of 50%; SP3 should address this incorporating evening and weekend sessions which will be more convenient for youth.

36. The Challenge Fund (CF), implemented by SP-5, is on track to complete Cohort 2 (scope changed from 4 to 2 cohorts during MTR) with 9 grantees engaged against a target of 10. One of the Cohort 2 grantees has recently dropped out due to product market fit issues. This will bring the overall number to eight against a target of 10 grantees. Between cohort 1 and 2, the grantees are a mix of very early stage to early stage agritech startups and companies. Given that the ecosystem is still in its nascency, the selected start-ups' alignment with rural agriculture and to smallholder farmers is still weak but in line with expectations. Through SAAMBAT, IFAD is an early player in the development of the agritech ecosystem in the country, which has provided us with several lessons on both managing and engaging start-ups as well as challenges on customer acquisition and establishing market fit. Most grantees will require follow-up support from INGO's, development agencies and the venture ecosystem to develop their business model further and scale-up. It is agreed that SP-5 will incorporate the lessons in their ongoing technical assistance to cohort 2 and also document lessons and stories from the supported grantees. It is also agreed to cancel the hiring process of the startup and innovation advisor as the remaining six months till completion of the CF activities is not adequate for a new staff to onboard, understand the project and effectively contribute to the activities under SAAMBAT.
37. **SC2.3 Strategic Studies, Policy Research and Programme Development rated as (4) Moderately satisfactory.** Under SC 2.3, nine policy studies have now been completed. One strategic study to provide inputs to rural development policy for MRD is ongoing and planned for completion by end 2024. The level of policy engagement achieved through these studies is significant. CPS's Policy Brief on development of a wholesale vegetable market was used in briefing the Prime Minister for a visit to France in January 2024. CPS's support to rural development policy formulation is valued by MRD. Other study outputs provide valuable insights for implementation of IFAD financed projects.
38. After postponement of several activities that were proposed for the AWPB 2024, USD 400,000 of IFAD grant funds remain available for AWPB 2025. The first draft of the 2025 AWPB allocates the whole amount to a work programme including the strategically important study of best practices in vocational training for rural youth, farmers and enterprises, which remains a priority for IFAD further inputs to development of MRD's rural development policy and support for initial design work on a new rural development project. The volume of work proposed seems ambitious to complete by PCD and should be reduced. The vocational training study should focus only on identifying best practice in enabling poor rural youth to benefit from skills training so they can take advantage of employment opportunities. The title of the proposed study should be revised to reflect this.

Actions	Responsibility	Deadline	Status
<p>Update SP1 workplan</p> <p>PMU will review SP1's workplan for supervision of remaining works packages and for other outstanding TOR tasks of SP1 including full preparation of ESMPs for all works packages (including voluntary land contributions) and ex-post traffic counts and roadside business counts on all hard-paved roads. If it is found that there are insufficient person-months remaining in SP1 contract to complete these tasks, PMU will develop a solution to be proposed to MEF, IFAD and EIB.</p>	SP1 and PMU	31 st October 2024	Agreed
<p>Adopt Improved Pavement Design Details</p> <p>SP1 will propose appropriate design details, to be adopted and applied to ongoing and future road constructions, for the following situations:</p> <p>a. Transition from concrete to DBST pavement;</p> <p>b. Where a sub-project road crosses the line of an existing DBST rural road.</p>	SP1 / PMU	31 st October 2024 / ongoing	Agreed
<p>Provide Concrete Paved Parking Areas for Loading Rice</p> <p>PMU and SP1 will identify project roads that provide access for rice growing areas. In agreement with local authorities, designate suitable locations where trucks will be permitted to park for loading rice. These locations should be paved with reinforced concrete which should extend onto the road shoulder. This solution should be applied to roads under construction, with a variation order to cover the increase in cost.</p>	SP1, PMU, local authorities	31 st October 2024 / ongoing	Agreed
<p>Ensure Contractors' Full compliance with contract conditions</p> <p>Wherever necessary, PMU will ensure that contractors understand that full compliance with contract conditions, including but not limited to implementation of the ESMP, is a condition for payment. Implementation of the ESMP requires on-site staff who can (1) fully understand the ESMP document; and (2) can communicate with the local community.</p>	PMU, contractors	31 st October 2024 / Ongoing	Agreed

<p>Ensure sub-projects have adequate signage</p> <p>Contractors will be reminded to install contract signboards including details of donor agencies before start of construction. Permanent project signboards will include names and logos of all donors.</p>	PMU, SP1, contractors	31 st October 2024 / ongoing	Agreed
<p>Conduct a Road Safety Audit</p> <p>AWPB 2025 should include provision for independent road safety audit at relevant stages (draft design, final design, post construction) as required by the EIB Finance Contract and the PIM. Guidelines under development under the EU-AIF grant facility should be applied in the audit. The road safety audit should be financed from EIB loan / EU-AIF grant subject to agreement of EIB.</p>	PMU	30 th June 2025	Agreed
<p>SC 2.1 Eligibility Compliance and Outreach</p> <p>Enhance outreach and enforce eligibility reviews for Batch 3 trainees to align with SAAMBAT's target.</p>	SDU, PIU, SP2	30 th November 2024	Agreed
<p>Sc 2.1 Additional support for poor trainees</p> <p>Batch 3 TVET centers to provide poor trainees with school materials and either accommodation or mobile training wherever possible.</p>	SDU, PIU, SP2	October 2024	Agreed
<p>KAS Core-platform updates</p> <p>KAS-SP and TSC will finalise the remaining deliverables in the KAS-SP contract. Aspects to be updated include:</p> <ul style="list-style-type: none"> - AI deployment and testing - Reporting and dashboard issues - Challenge fund grantee management - Language translation plugin - Optimising performance - Payment management (TBD) 	TSC, KAS-SP	28 th February 2025	Agreed
<p>Handover and Capacity Building</p> <p>Transfer of KAS to TSC will be confirmed by an official decision of MEF. The handover process will begin at the start of 2025. KAS-SP will support TSC with capacity building of its newly recruited developers and operations consultants to effectively take over the operations of KAS.</p>	TSC, KAS-SP	31 st May 2025	Agreed
<p>Data Collection for KAS</p> <p>Update the Procurement Plan to include procurement of services for KAS data collection.</p>	PIU / TSC	December 2024	Agreed
<p>KAS entrepreneur training, and Digital Sub projects and digital literacy training</p> <ul style="list-style-type: none"> - Incorporate evening and weekend sessions for digital literacy and sub projects to target youth. <p>Identify and train 70 remaining KAS entrepreneurs (potentially Commune Agriculture Officers under PDAFF) to support data collection and remunerative employment</p>	TSC, SP-3	March 2025	Agreed

Effectiveness Survey and documentation of stories SP3 to conduct an effectiveness assessment of digital literacy training, technology adoption sub-project and document stories from the field as well as key lessons learnt	TSC, SP-3	March 2025	Agreed
Drop Hiring of Startup and Innovation Specialist under PIU Drop Hiring of Startup and Innovation Specialist under PIU	PIU	September 2024	Agreed
Review proposed workplan for Policy Studies The proposed AWPB workplan for SC2.3 (Strategic Studies, Policy Research and Programme Development) will be reviewed and reduced to a volume of work that CPS can deliver with good quality by the PCD. The study of best practices in vocational training for rural youth will be a priority. Training practice for farmers and for entrepreneurs are outside of the scope of this study.	PMU, PIU, CPS	October 2024	Agreed

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness

Rating: 4

Previous rating: 4

Justification of rating

39. Development Effectiveness is rated as Moderately Satisfactory (4) which is the same rating as at MTR. Since the MTR the project has made good progress. Over 70% of the main outputs physical targets will be met by PCD, and over 90% of physical targets can be met subject to agreement of a no-cost extension. The need for extension arises primarily to the very slow progress in the first two years of the project due to factors which have been overcome, including the effects of the COVID pandemic.

Log-Frame Analysis & Main Issues of Effectiveness

40. Since the MTR, SAAMBAT has made good progress without fully recovering the time lost to delays in the first years of the project. Time required to prepare infrastructure projects and procure contracts has been in line with comparable projects but somewhat longer than was projected in the work-plan developed at MTR. As a result, full completion of the works programme by PCD is no longer possible. Implementation progress for signed works contracts is satisfactory. In Component 2, skills training (SC2.1); digital outreach (in SC2.2), Challenge Fund grants (in SC2.2) and policy studies (SC 2.3) are all expected to achieve logframe output targets by PCD. However, delays in development of the KAS platform, particularly late procurement of contracts to develop satellite apps and for marketing support, mean that SC2.2 targets for user uptake of KAS-linked applications are unlikely to be achieved by PCD.
41. Potential cancellation of works packages that have not yet completed procurement (so construction cannot be completed by PCD) would reduce total project outreach by about 60,000 households which is 30% of the logframe target. The cancelled works outputs would comprise 262.5km of hard-paved road, three market improvements, two river landings and two collection points, representing about 46% of target outputs. At PCD, KAS was expected to deliver only two of five targeted applications, covering most of the intended functionality but falling short of user targets. (currently around 10,000 compared to logframe target of 25,000). Given that planning, study and design costs for these outputs, as well as most project administration costs, have been expended already, these reductions would be expected to have a major negative impact on the overall cost-benefit analysis of the project at completion. During the mission, GoKC presented options for a no-cost extension of the project that would ensure all major logframe targets are achieved as KAS cannot deliver the apps by PCD. This is further discussed under Project Management and in a Technical Annex.
42. The Theory of Change (ToC) remains valid. According to the ToC, low rural productivity and limited economic opportunities especially for youth and women result from a complex of problems including poor market connectivity, high energy costs, skills shortages, limited uptake of modern technologies, lack of growth-oriented small and medium enterprises (SME), climate change risks and gender inequalities. Accordingly, SAAMBAT was designed to complement AIMS, ASPIRE and partner programmes to address these constraints holistically. The ToC envisaged that the resulting integrated programme would reduce production and marketing costs, increase private sector investment and activity and increase productivity of labour for farmers, SME owner-operators and employees. In turn, smallholders, poor households, women and youth would experience increased incomes and expanded economic opportunities. A strengthened and diversified rural economy would become more resilient to climate change.

43. Since the time of SAAMBAT design, the Cambodian economy has been challenged by the COVID-19 pandemic, which led to the temporary closure of the important tourism sector, and by increasing prices of energy and agriculture inputs due to the Ukraine war. This has led to somewhat slower growth, with the important tourism sector yet to fully recover. Nevertheless, the foundational assumptions of the ToC, as well as the specific interventions of SAAMBAT in improved infrastructure supporting agricultural production, technical and enterprise skills training targeted to disadvantaged groups and increasing the uptake of digital technology in the rural economy, remain highly relevant.

Development Focus

Targeting and Outreach

Rating: 4

Previous rating: 4

Justification of rating

44. The project has demonstrated solid progress in meeting its geographic and direct targeting objectives, as well as gender and youth inclusivity goals. However, some minor gaps remain in fully reaching the most disadvantaged rural populations, particularly under SC 2.1 vocational training, and in the adoption of digital solutions under SC 2.2. Despite the comprehensive M&E system and significant outreach efforts, challenges in ensuring that the poorest and most vulnerable beneficiaries are adequately included persist. Based on these considerations, the project's targeting performance is rated as "Moderately Satisfactory." Continued efforts to improve outreach, particularly to rural economically vulnerable groups and in digital literacy, are essential to maximize the project's impact.

Main issues

45. **Outreach and Inclusivity.** The project has successfully engaged 74,634 individuals (9% of the target in 37,972 households (18%), including 38,706 females and 23,169 youths, reflecting its strong commitment to gender and youth inclusivity. Early outreach was mainly through Component 2 activities, i.e. usually 1 person per household, while final achievement is expected to be dominated by Component 1 infrastructure beneficiaries (4 persons per household), so the number of individuals reached is expected to accelerate.
46. Some gaps in targeting the poorest and most disadvantaged rural populations remain, especially under SC 2.1. While the project has reached 6,045 youths, 16% of them were from urban areas, deviating from the project's focus on rural poor youth. Only 46% of trainees were from designated Economic Poles (EPs), and 14% were in Component 1 (C1) catchment areas (preferred but not compulsory). For the final Batch 3 trainees targeted outreach campaigns in poorer rural areas within the EPs should be prioritized. For SC 2.2, digital literacy outreach has not fully aligned with expectations. Although 85% of the target number of participants has been reached, the methodology and curriculum have diluted the impact, especially for older participants. To improve outcomes, additional value chain stakeholders (e.g., aggregators, buyers, input suppliers, and village extension workers) should be engaged in the targeted EPs and clusters (AIMS, ASPIRE). Under the Challenge Fund, 5 out of 9 selected startups are led by women. However, these startups so far reach mainly peri-urban and provincial centers and have limited outreach to smallholder farmers. At this stage of Cambodia's digital agriculture ecosystem, this is expected, but as these startups mature, they must scale operations to rural areas through partnerships with local cooperatives, customized product offerings, and enhanced access to rural finance.
47. **Geographic Targeting.** The project's activities have been implemented within 32 designated EPs, including AIMS and ASPIRE groups, aligning with the geographic focus outlined in the project design. However, SC 2.1 has not fully met its geographic targeting goals. Most trainees (84%) were from rural areas but only 46% were from EPs. The project should focus on reaching the poorest rural areas in EPs and C1 areas, especially in the final year of project implementation with Batch 3.
48. **Effectiveness of Interventions.** Interventions such as rural road improvements, market infrastructure upgrades, and vocational training have aligned well with beneficiary needs, and feedback indicates satisfaction. However, digital literacy training under SC 2.2 has faced challenges. Training sessions have been too brief, resulting in poor knowledge retention, particularly among older participants. Longer sessions, deeper curriculum, and ongoing support, such as refresher sessions and practical applications, will enhance the long-term impact of these digital literacy efforts.
49. **Youth Sensitivity.** SC 2.1 has engaged 6,045 youths, with 84% of them securing employment—though primarily in the informal sector, which limits their economic security. A survey of 200 trainees from Round 1 showed a 43% average income increase, largely attributed to the skills gained from the training. While this reflects positive economic outcomes, the project's impact on long-term youth empowerment remains constrained by the informal nature of many jobs. Furthermore, youth participation in SC 2.2 has been challenging, as many youths are already employed and unable to attend digital literacy sessions. Nevertheless, youth tend to possess basic digital skills, which mitigates some concerns regarding their lower engagement in digital literacy training.

Actions	Responsibility	Deadline	Status
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SC 2.1 Eligibility Compliance and Outreach Enhance outreach efforts to ensure that Batch 3 trainees align with SAAMBAT’s target of poor rural youth. Enforce stricter eligibility reviews to ensure compliance with all criteria. Exclude trainees not meeting SC 2.1 eligibility criteria.	SDU, PIU, SP2	30 th November 2024	Agreed
Sc 2.1 Additional support for poor trainees Batch 3 TVET centers to provide poor trainees with school materials and either accommodation or mobile training wherever possible.	SDU, PIU, SP2	October 2024	Agreed

Gender equality & women's participation **Rating: 4** **Previous rating: 4**

Justification of rating

50. Progress in gender equality, promoting all three IFAD gender policy objectives: economic empowerment, voice in decision-making, and equitable workloads, is confirmed as moderately satisfactory. The project has facilitated women's participation in profitable activities, with 55% of employed youths being female and 66% of digital literacy trainees being women. Women are gaining influence in decision-making, reflected by 47% female participation in consultations and meetings. Progress has been made on equitable workloads but further efforts are required.

Main issues

- 51. **Economic Empowerment.** SAAMBAT promotes economic empowerment for rural women, helping them engage in profitable activities. Under C1, local authorities and contractors are sensitized on gender and GBV-related matters (code of conduct signed by hired workers), 21% of unskilled laborers are women from local communities and, during field visits, the mission observed best gender practices in terms of access to sanitation facilities. Under SC 2.1, 55% of youth employed or self-employed are girls, with 43% reporting increased income. Notably, 30% of women have registered in non-traditional skills, diversifying their employment options. The TVET programs have been well-received, with 100% of students satisfied with course content and 92% pleased with the training centers. LGBT participants challenge norms by enrolling in non-conventional fields like mechanics and beauty salons, promoting inclusivity and changing social attitudes. In SC 2.2, 66% of 3,682 CF App users and 4,242 digital literacy trainees are women, showing the project's impact on women's access to tech. Digital tools like KAS and CF Apps support business discussions and reduce women's burdens in agriculture.
- 52. **Equal Voice and Influence.** The project ensures both men and women have a voice in decision-making. Under C1, of the 10,335 participants in consultations and MSPs, 47% are women, and 31% of local authorities or councillors are female. This reflects the project's efforts to increase women's participation in local governance. Under SC 2.1's soft skills training builds women's confidence and leadership. Five of nine CF grantees are women-led, and 61% of participants in digital sub-projects are women, increasing their influence in agriculture and the digital economy.
- 53. **Equitable Workloads and Sharing of Benefits.** Rural road upgrades (C1) and digital tech (SC 2.2) help reduce women's traditional household and agricultural burdens, promoting a more equitable sharing of tasks. Technologies like KAS also ease workloads, saving time and resources.
- 54. Environmental and social safeguards like C-ESMP ensure safe working environments through adequate mitigations measures, including for women and vulnerable groups. Gender sensitization modules raise awareness among communities, shifting negative norms and reducing discrimination.
- 55. **Policy Development and Advocacy.** SAAMBAT has made progress in gender-sensitive policy advocacy, collaborating with IFAD and CPS (SC 2.3). Policy briefs like the one on Gender Equality and Women's Economic Empowerment (WEE) have been shared with stakeholders, highlighting gaps in WEE frameworks, barriers to women's economic inclusion, and key policy recommendations. The project advocates for gender-responsive planning in Cambodia's digital economy and addressing the care economy.

Agricultural Productivity **Rating: N/A**

Nutrition **Rating: N/A**

Adaptation to Climate Change **Rating: 4** **Previous rating: 4**

Justification of rating

56. Climate change adaptation continues to be integrated into project activities, including geographical targeting (climate vulnerability used as one criterion for EP selection) to 100% of infrastructure subprojects (all Packages 3, 4 and 5 road designs include climate-proof measures). The quality of Environmental and Social Due Diligence (ESDD) reports for Packages 3 to 6 show improvements in the content, and adaptation measures are consistently included in the ESDD, as well as reflected in ESCMP with clear budget. As for package 2, the vulnerability reports focus on flood issues primarily. The project activities directly support Cambodia's updated Nationally Determined Contributions (NDC) by implementing rural road rehabilitation and improvement for climate change resilience.

b. Sustainability and Scaling up

Institutions and Policy Engagement	Rating: 4	Previous rating: 3
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Justification of rating

57. Institutions and Policy Engagement is rated Moderately Satisfactory (4) which is an increase from the rating of 3 at MTR. The project shows moderate influence on the policy and institutional framework, evidenced by (1) SAAMBAT cited as a best practice example of inter-Ministerial cooperation in line with new Government priorities through C3 work implemented by the national Centre for Policy Studies (<http://www.cps.org.kh/>) ; (2) SAAMBAT introducing the Gender Transformative Approach in Cambodia; (3) SAAMBAT support to building capacity of MRD in key areas of road safety, climate and E&S through the EU Grant activity; (4) piloting innovative approaches to vocational training opportunities for rural youth in sub-component 2.1 and (5) clear evidence of leadership level engagement with some of the policy study activities in Sub-Component 2.3.

Main issues

58. During its final year the project should make efforts to consolidate its policy impact through two main routes; first, ensuring that innovative implementation approaches and lessons learned are brought to the attention of policymakers; and second, by focusing the remaining policy studies activities of SC 2.3 on areas of highest interest to policymakers.
59. In Component 1, the EU-AIF funded technical assistance grant implemented by DAI is designed to enhance capacity and advance policy and strategy at Ministry level in three areas related to rural roads, i.e. road safety, environmental and social safeguards and climate change adaptation. Component 1 has also piloted efforts to integrate cross-sectoral planning (through a programmatic approach with AIMS and ASPIRE) into planning of rural infrastructure; this has had some success and appears to be receiving positive mentions within Government as aligned with high-level policy directives. However, the failure to convene the multi-project CPSC has resulted in some lost momentum in this area.
60. In Component 2, valuable policy-relevant lessons have been learned on increasing access to skills training programmes for poor rural youth; for this reason, the proposed best practice study in cooperation with SC 2.3 remains a priority. SC2.2 aligns with Government's high priority for digital development; lessons learned from KAS development are likely to be of interest to policy-makers.
61. The policy impact of the SC2.3 studies is variable, with some studies attracting more attention than others from policy-makers. The strategic market study appears to have been successful in informing an ongoing initiative to develop wholesale vegetable markets, thus improving market access for small Cambodian producers, while CPS are providing valued support to MRD in its development of an updated rural development policy. SAAMBAT KM adviser should work with CPS to identify additional channels to disseminate the outputs of the study programme. As mentioned above, there is a need to reduce and focus the SC2.3 workplan for the remainder of the project and (beyond the skills training study already mentioned) this should be done by focusing on the activities with highest potential for policy impact.

Partnership-building	Rating: 5	Previous rating: 5
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Justification of rating

62. The rating for partnership building is maintained at satisfactory (5) based on the project's success in establishing partnerships between financing institutions (IFAD, EIB and EU), between MRD and MEF as the implementing agencies of SAAMBAT and with AIMS and ASPIRE, through the Technical Coordination Meetings and locally through the MSP process. The Mission saw evidence of active engagement of a wide range of stakeholders at local level in implementation of Component 1 and Component 2 activities. There is some evidence of emerging partnerships with private sector stakeholders in Sub-Component 2.2 (Digital Technology).

Main issues

63. SAAMBAT is financed through a partnership between IFAD, EIB and EU Delegation (with Asian Investment Facility grant funding). IFAD remains in regular contact and dialogue with EIB on implementation issues. EIB (virtually) and EU Delegation participated in the MTR. During the Mission it was noted the need to further strengthen the IFAD and EIB coordination on reviews of project activities requiring their no-objection. IFAD and EIB held several meetings during the Mission to discuss this matter and converge their comments on social and environmental safeguards and procurement packages.
64. SAAMBAT has developed effective partnership arrangements with AIMS and ASPIRE, including exchange of information and cooperation in identifying EPs and infrastructure sub-projects. Regular technical coordination meetings (TCM) have been held, with IFAD, EIB and EU represented. Other DP representatives (e.g. KfW Development Bank) have participated.
65. An active partnership network is essential to the success and sustainability of the KAS. Here the picture is rather more mixed, as there is not yet a strong basis for cooperation between TSC and MAFF as the Ministry ultimately responsible to oversee agriculture sector initiatives. KAS needs to attract private sector partners but progress has been slow and is hampered by the lack of data available within KAS to date (data access and exchange would be a key feature of interest to partners) and, perhaps, by uncertainty over the institutional future of KAS (this has been cited as a reason for not pursuing private sector partnerships more actively). However, TSC have recently engaged Tropicam a major fresh produce buyer and distributor) as well as the Cambodia Agriculture Cooperatives Alliance (CACCA) in discussions on potential partnership arrangements.
66. MoWA continue to engage with SAAMBAT on the Gender Transformative Approach, as described in the section on Gender and Women's Economic Empowerment above.

Human and Social Capital and Empowerment**Rating: 4****Previous rating: 4****Justification of rating**

67. The stakeholder engagement in feasibility studies under Component 1 and youth skills training under sub-component 2.1 have contributed to some improvements in empowering beneficiaries. The project has trained 6,045 rural youth, achieving 88% of the target, with 84% employed. However, the digital literacy program (sub-component 2.2) has been less effective, as older participants struggle to retain the material due to the short course length. Additionally, most trainees find informal employment, limiting long-term empowerment.

Main issues

68. **Capacity Building:** The youth skills training under SC 2.1 has been effective, training 6,045 youth (88% of the target), with 84% gaining employment, though primarily in the informal sector. SC 2.2's digital literacy program has faced challenges, particularly with older participants, who tend to forget the material, limiting its long-term impact. The content is too broad, and while follow-up sessions help, there is a need for more targeted and reinforced learning.
69. **Stakeholder Engagement:** Under Component 1, grassroots farmer organizations were actively involved in prioritizing infrastructure projects and feasibility studies, which fostered strong engagement. Stakeholders were well-informed and satisfied with the process, laying a foundation for empowerment, although further work is needed to translate participation into organizational capacity.
70. **Organizational Strengthening:** Under component 1, strengthening AIMS and ASPIRE-AT rural organizations for the operation and maintenance of infrastructure (e.g. markets) remains critical to long-term success. Under component 2, partnerships with organizations like the Cambodian Agriculture Cooperative Alliance (CACA) and Tropicam have been initiated to support data collection via the KAS platform, but these efforts remain in the early stages.
71. **Empowerment:** Employment outcomes for 84% of trainees of SC 2.1 show potential, but the focus on informal jobs limits long-term empowerment. In SC 2.2 the Challenge Fund has supported agritech startups, but their alignment with rural agriculture remains weak, restricting their ability to empower vulnerable rural populations. Gender-transformative approaches and organizational capacity-building remain key areas for improvement.
72. **Sustainability Concerns:** In SC 2.2, despite training 30 KAS entrepreneurs (against a target of 100), the program faces time constraints, limiting its sustainability. Empowerment for women and youth is still nascent, with further focus on gender-sensitive approaches and participation in decision-making required to ensure long-term impacts. The third batch of SC 2.1 training must address targeting issues to better focus on rural poor youth and ensure lasting empowerment.

Quality of Project Target Group Engagement and Feedback**Rating: 5****Previous rating: 5****Justification of rating**

73. SAAMBAT has maintained a robust commitment to engaging its target groups throughout its lifecycle. Regular consultations with women, youth, and marginalized communities have been consistently conducted using diverse modalities like MSPs, surveys, and consultations. Beneficiary feedback has been incorporated into project improvements, reinforcing social inclusion efforts. The project's grievance redress mechanism (GRM) is accessible and functional, with beneficiaries expressing satisfaction with how their concerns are addressed. These factors, alongside the integration of feedback into project activities, justify a "Satisfactory" rating for this component.

Main issues

74. **Comprehensive Stakeholder Engagement Plan:** The project implements a well-structured engagement plan aligned with the social safeguard standards of the Government, IFAD, and the European Investment Bank (EIB). Under Component 1 (C1), Free, Prior, and Informed Consent (FPIC) and grievance mechanisms have been effectively implemented, ensuring beneficiary inclusion. Stakeholder participation, particularly through SP2 and SP3, has been enhanced by using mapping studies that identify the needs of target groups. This ensures that interventions remain relevant and responsive to beneficiaries' demands, fostering ownership and satisfaction.
75. **Social Inclusion Measures:** SAAMBAT promotes the participation of vulnerable and marginalized groups. The Gender Action Plan (GAP) sets quotas for women's participation, while targeted initiatives aim to enhance gender equality. Information dissemination modalities cater to different literacy levels and technology access. Local languages, imagery, and simplified content ensure accessibility in rural areas. Additionally, sessions are scheduled at convenient times to accommodate participants' household and work commitments, encouraging broader participation. Room for improvement needed only for youth participation to digital literacy as earlier mentioned in this report.
76. **Digital Inclusion and Capacity Building:** Digital literacy training, targeting rural populations, women, and youth has aimed to tackle the digital divide and has somewhat enabled beneficiaries to engage with mobile technology, enhancing their ability to submit feedback and participate in decision-making. Digital inclusion has somewhat empowered targeted groups, allowing them to better integrate into the growing digital economy. However, gaps remain, particularly in ensuring older or less digitally literate individuals retain the necessary skills for long-term engagement.
77. **Strengthening Feedback Management Capacities:** SAAMBAT has systematically enhanced the capacities of both

beneficiaries and project staff in managing engagement and feedback processes. Capacity-building workshops have ensured that project teams are equipped to handle consultations, manage grievance mechanisms, and address feedback efficiently. Beneficiaries have reported confidence in the project's ability to address their concerns. This structured capacity-building has contributed to the project's success in ensuring inclusiveness and the smooth functioning of its feedback mechanisms.

78. **Closing Feedback Loops:** The project demonstrates a commitment to closing feedback loops by ensuring that feedback received from beneficiaries is addressed and communicated back to them. Whether gathered through surveys, consultations, or the GRM, beneficiaries are informed about what feedback can or cannot be implemented and the reasons behind these decisions. This approach ensures transparency and helps build trust between the project and its target groups. Feedback has also been integrated into the Monitoring and Evaluation (M&E) system to inform adaptive management and ongoing project improvements, as seen with changes made to SC 2.1 based on participant input.
79. **Looking Forward:** As the project expands its reach, continued efforts will be made to ensure that engagement and feedback processes evolve to meet the growing needs of a larger beneficiary pool. The next Supervision Mission will focus on assessing the effectiveness of these systems, particularly in ensuring that feedback continues to inform real-time decision-making and adaptive management. Continued capacity building for both beneficiaries and project staff will remain a priority, ensuring that feedback processes remain inclusive, effective, and responsive as the project scales.

Responsiveness of Service Providers	Rating: 4	Previous rating: 4
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Justification of rating

80. Responsiveness of service providers rating is maintained at moderately satisfactory (4) which was the rating at MTR. Performance of the key service provider SP1 (engineering services) has continued to improve but there have been some ongoing issues of timeliness and quality of outputs as well as budget overrun. Performance of key service providers for Component 2 (skills training programme, software development, digital outreach) is satisfactory overall, as is the performance of the training institutions under SC 2.1.

Main issues

81. SAAMBAT is implemented through services providers including SP1 (engineering services); SP2 (skills training); SP3 (digital literacy campaign) and SP4 (impact survey) as well as service providers for development of KAS platform and apps and for management of the Challenge Fund (SP5). Recruitment of service providers was severely delayed, with the most important single reason being the COVID pandemic, and it was not until mid-2022 that all service providers were mobilised.
82. By the time of the MTR (March 2023), problems caused directly by delays in recruiting service providers were largely overcome, with the exception of ongoing delays in recruiting service providers for development of KAS satellite applications. After the first attempt failed to attract suitable bidders, the application development task was restructured as a single contract for development of two key application functions. That contract has now reached shortlisting stage, together with an activity agreed at MTR for marketing support to KAS, but, as discussed above, it appears that there is now insufficient time remaining to complete the activities by PCD.
83. The performance of the key service provider SP1 for Component 1 engineering services has continued to improve but has been set back by several changes of Team Leader, the most recent for health reasons. There have been continuing differences between PMU and SP1 on interpretation of the scope of SP1's TOR, and some delays to implementation of works packages can be attributed to poor quality in some sections of feasibility study reports and safeguards documents, requiring several iterations of comments by IFAD to resolve. A further major challenge is an identified shortfall in remaining staff-months in SP1's time-based contract, as compared to the inputs needed for supervision of the Phase II works.
84. Performance of the service providers currently engaged for implementation of Component 2 is satisfactory or better, with issues identified at MTR having been largely resolved.

Environment and Natural Resource Management	Rating: 4	Previous rating: 4
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Justification of rating

85. Activities under Component 1 consistently integrate mitigation measures and environmental criteria to ensure any potential adverse impacts on the environment or natural resources are adequately managed. However inconsistency on waste management practices were observed at construction sites, there was a lack of clarity regarding how these activities align with local regulations and insufficient evidence to confirm compliance Environmental and Social Due Diligence (ESDD) for Packages 3-6 confirmed that no major environmental impacts were anticipated. The assessments covered key environmental and social receptors. Road construction activities have commenced, and based on both ESDD reports and field observations, no significant adverse impacts have been identified thus far.

Main issues

86. In relation to waste management, there is a need to strengthen the existing measures, particularly in terms of recording and reporting. While Environmental and Social Management Plans (ESMPS) consistently outline waste management practices, the project team has been unable to provide adequate documentation or evidence of how these practices are being implemented—especially in the case of construction waste. Some camps lacked proper waste bins, and instead had areas where waste was indiscriminately accumulated without separation. Although the volume of waste generated is relatively low and unlikely to cause significant adverse impacts, it is recommended that supervision and monitoring be enhanced. At the sub-project level, clarification

is also needed regarding the final disposal of construction waste (place, method and compliance with applicable regulations), which should be consistently monitored, recorded and reported. While ESCMPs consistently reflect waste management measures, the team is not able to provide documentation or evidence as to how it is conducted, in particular construction waste. Some of the camps did not include bins and provided for an area where waste is accumulated and not differentiated. The generated waste is limited in volume, therefore no major adverse impacts are anticipated; however the recommendation is to enhance supervision and monitoring on this aspect, and clarify at sub-project level the final destination of construction waste.

87. It is worth noting that some road construction activities are taking place adjacent to irrigation canals and while ESCMPs have been verified to include specific measures aimed at preventing pollution of these canals, SP1 will ensure close monitoring of this aspect.

Actions	Responsibility	Deadline	Status
<p>Enhance monitoring and reporting on waste management at sub-project</p> <p>PMU to strengthen supervision capacity of SP1 on contractors by consistently using the monitoring checklist and increasing the frequency of site visits, especially ahead of the dry season. Review and enhance monitoring questions and tools as relevant to ensure systematic reporting by contractors. Ensure traceability of construction waste with disposal in accordance with local requirements.</p>	PMU / SP1	October 2024 / ongoing	Agreed
<p>Post-Construction Inspections</p> <p>SP1 will provide IFAD with a template to be used for reporting final site inspection, which will be an annex to the Performance Certificate at the end of the Defects Liability Period.</p>	PMU / SP1	31 st October 2024	Agreed

Exit Strategy

Rating: 5

Previous rating: 4

Justification of rating

88. Since the MTR, an exit strategy has been developed and was revised with advice from IFAD; the ES is awaiting final approval. The ES shows evidence of inputs from all key stakeholders. The project has begun monitoring of the ES using a monitoring spreadsheet.

Main issues

89. A project Exit Strategy has been reviewed in draft and found adequate by IFAD but needs to be formally submitted through OPEN. The project has begun monitoring of the strategy using a spreadsheet format. Review of current status shows good progress on most of the identified actions. However, arrangements to ensure and verify institutional arrangements, capacity and budget for operation and maintenance of infrastructure are not clear. Accordingly, the project will make proposals for a review of this matter, to be conducted either in-house or through a consultancy, before the PCD.
90. As noted above, the future institutional status of KAS has not been formally resolved, although there is a working assumption that it will be transferred to TSC. This needs to be confirmed by a formal decision of MEF.
91. In the event that a no-cost extension of the project is approved, it will be necessary to revise and update the Exit Strategy to reflect the revised timelines.

Actions	Responsibility	Deadline	Status
<p>Submit the Exit Strategy through OPEN for IFAD review</p> <p>Submit the Exit Strategy, previously provided to IFAD in draft, through the OPEN system for formal review and approval.</p>	IFAD	October 2024	Agreed
<p>Review of Operation and Maintenance of Infrastructure</p> <p>PMU will prepare a proposal for a review of institutional arrangements, capacity and resources for O&M of infrastructure outputs, to be completed before PCD.</p>	PMU	April 2025	Agreed

Potential for Scaling-up	Rating: 4	Previous rating: 4
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Justification of rating

92. Potential for scaling up is maintained at the MTR rating of moderately satisfactory (4). The project has introduced innovative approaches in several areas and there is some evidence of interest by mandated government agencies in learning lessons and / or adopting these approaches into institutional programmes. However, more work needs to be done for this to become a reality. Efforts are being made to more consistently document elements with scaling up potential.

Main issues

- 93. The rural infrastructure component of SAAMBAT is innovative primarily in its planning approach, based on Economic Poles and the MSPs. The potential to scale up this approach is recognised by the interest of additional development partners. MRD commented to the mission on the positive value of this approach but also see it as complex and time-consuming. Broader collaboration between agencies involved in rural development, which now include local authorities with expanded formal responsibilities as well as MAFF and other ministries, could benefit from adoption of the MSP approach.
- 94. C1 introduces a greatly increased emphasis on road safety issues as compared with previous rural road projects, and also supports development of a road design manual which will be widely applicable to other projects implemented through MRD. In association with SAAMBAT, the EU-AIF Grant supports sector-wide capacity building which is expected to lead to adoption of updated MRD standards for road safety engineering, safeguards and climate resilience. The project is supporting an update of the MRD Rural Roads Standards which will benefit from lessons learned from C1 implementation.
- 95. The rural skills training includes innovative approaches to attract rural youth and especially women to technical and vocational training, and also develops basic workplace skills training for rural youth which is widely agreed to be an important need. The proposed study on best practice in this area is intended to make lessons learned from SC2.1 implementation widely available to stakeholders in the skills development sector.
- 96. The digital literacy training for farmer groups is demonstrating the potential for this approach which does not seem to be widely practiced in Cambodia or elsewhere at present. There is potential for replication of this approach in other IFAD country programmes as well as in Cambodia.
- 97. The KAS digital platform is a nationwide platform supporting a wide range of digital services for agriculture and the rural economy and eventually reaching a high proportion of the rural population. Success in this scaling-up strategy will depend on the platform becoming self-sustaining, probably through generation of revenues mostly through data exchange. Some progress has been made to developing an exit and sustainability strategy for KAS though key decisions (including on the ultimate ownership of the platform) still need to be taken. Initial data collection on the platform will support further scaling-up but has been unsuccessful due to multiple changes in strategies and partners.
- 98. The Gender Transformative Approach is innovative in the Cambodia context and has potential to be adopted and scaled up through MoWA, which has expressed interest in learning more.

c. Project Management

Quality of Project Management	Rating: 4	Previous rating: 4
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Justification of rating

99. Quality of Project Management is rated moderately satisfactory (4), which is the same rating as at MTR. Project management (PMU and PIU) addresses implementation issues promptly and effectively. Project management arrangements are in line with the project design with only minor problems experienced. Project management is guided by the project development objectives. However, the CPSC has not met since the MTR. PMU and PIU staff and individual consultants are increasingly experienced and self-confident in execution of project management tasks. The Project Management Adviser position was vacant from May to September but a candidate with strong qualifications and a background in infrastructure implementation has been identified for the position.

Main issues

- 100. **Potential Extension of the Project:** Despite current good progress, earlier delays mean that the project cannot fully achieve its targeted results by PCD. MRD propose a no-cost extension in order to complete planned works in C1. For C2, PIU and TSC are considering the merits of an extension to allow completion of KAS activities.
- 101. As feasibility study and design activities for C1 works are nearly complete, proceeding with implementation is cost-effective. The risk of further delays, particularly after construction contracts are signed, is considered to be low. MRD propose that, during the extension period, contract supervision responsibilities will be taken over by PMU using directly contracted engineers, thus reducing costs.
- 102. MEF has indicated that MRD should submit a business case for extension, demonstrating compliance with standard criteria of GoKC, including that current progress is acceptable, completion within the extension period is achievable and cost-benefit analysis estimates an acceptable internal rate of return for the extension. It will be essential to ensure that (1) activities included are of strategic importance, and there is a high degree of confidence that they can be completed within the revised timeframe; (2)

no overall increase in cost; (3) adequate arrangements and budget for works supervision, including monitoring implementation of ESMP, during the extension period; (4) adequate budget and identified fund for project management costs during the extension period; and (5) develop and agree a revised timeline for the exit strategy including timeline for endline evaluation, reporting and preparation for project closure. Attention must be given to coordination of project closure of IFAD and EIB / EU financed activities given that these may occur on different dates.

103. MEF views MRD's proposal to take over supervision responsibilities favourably. To facilitate a smooth transition (avoiding the situation where supervision responsibilities for a particular contract change during implementation), MEF will permit PMU to proceed with recruitment of supervision staff in advance of approval of the 2025 AWPB, if this proves necessary.
104. MEF will review the business case for extension and, if appropriate, will submit the Borrower Letter requesting extension to IFAD by 31st October 2024. MEF has indicated its willingness to consider an extension for up to 18 months. If MEF decides against requesting an extension it will inform IFAD accordingly.
105. A similar process will be followed in respect of any proposal for extension of Component 2 activities. PIU and TSC will discuss and, if they consider an extension is needed, will submit a business case to MEF for consideration.
106. In reviewing any request for extension, IFAD will pay close attention to key milestones indicating that the project is on track and that activities proposed for the extension can be completed within the extension period. For C1, these milestones will include (i) Package 5B contracts ready for signature; (ii) Package 6B tender documents approved and ready for bid announcement; and (iii) clear proposal and budget for works supervision in the extension period.
107. Any proposal for additional works, financed by surplus funds in the C1 budget, will be considered after the decision on extension. Such works would likely consist of additional lines of road added to ongoing contracts through variation orders. Any such additional works would require feasibility study, ESMP and design to standards acceptable to IFAD or EIB, so the capacity of PMU to meet those standards will be a factor. Variation orders would conform with relevant procurement rules and must not result in the implementation of the contract exceeding the agreed extension period.

Actions	Responsibility	Deadline	Status
<p>Submit Business Case for Extension</p> <p>MRD and PIU/TSC will submit a business case to MEF indicating strategic activities to be completed within a project extension period and demonstrating that those activities meet appropriate criteria of GoKC (to be provided by MEF) for extension of projects.</p>	PMU, MRD, PIU-TSC, MEF	15 th October 2024	Agreed
<p>MEF Decision and Extension Request Letter to IFAD</p> <p>MEF will review the business case and, if positive, submit an official request for extension to IFAD. IFAD will review the request based on procurement milestones, budget arrangements, and work plans and decide whether extension can be granted.</p>	MEF, IFAD	31 st October 2024	Agreed
<p>GoKC-EIB Agreement on Extension</p> <p>GoKC will discuss with EIB on the extension arrangements, including project management and supervision costs.</p>	MEF, EIB	31 st October 2024	Agreed

Knowledge Management

Rating: 5

Previous rating: 5

Justification of rating

108. KM activities, led by a national consultant, are included in the project's AWPB and coordinated with teams and partners. The project has a detailed KM plan that tracks progress using the IFAD matrix template, though some activities are behind schedule. Key achievements include drafting a video on rural road improvements, contributing stories for IFAD Youth Day, creating gender-responsive communication materials, documenting success stories, developing a maintenance guide for local authorities, and regularly updating the SAAMBAT website and social media platforms. A stocktake to evaluate the effectiveness of these KM products is still pending, with plans to engage CPS to explore ways to measure their outreach and impact.

Main issues

109. The project has developed a detailed Knowledge Management plan in which activities are tracked using the IFAD matrix template. Although some activities are behind schedule, the team has achieved various outcomes:

- Produced short videos to showcase the project's interventions for C1 and C2.2.
- Contributed stories for IFAD Youth Day.
- Supported the development of 10 gender-responsive communication materials.
- Documented success stories from SC 2.1 and SC 2.2 to share on media platforms.
- Created a maintenance guide for C1 to disseminate to local authorities.
- Regularly updated progress on key events on the SAAMBAT project website, SAAMBAT Facebook page, and partners' social media platforms.

110. Following the suggestion from the last Implementation Support Mission, an agreed action was to conduct a stocktake to evaluate SAAMBAT KM/COM products for content, format, and outreach effectiveness, which remains incomplete. This mission continues to emphasize the importance of capturing the impact of these KM and COM products. In line with this objective, it was agreed that the KM and M&E teams will engage with Sub-Component 2.3 (CPS) to explore potential ways to measure the outreach and influence of these knowledge products.

Actions	Responsibility	Deadline	Status
Stock-take of KM products for quality enhancement Conduct a stocktake to evaluate SAAMBAT KM/COM products for content, format, and outreach effectiveness. Engage with CPS to measure the outreach and influence of knowledge products of SC2.3.	KM, M&E, IFAD	31 st December 2024	Agreed

Value for Money **Rating: 4** **Previous rating: 3**

Justification of rating

111. Value for money is rated as moderately satisfactory (4) based on the assessment from available evidence that the project investments represent satisfactory value for money. Ex-ante cost benefit analysis of rural road sub-projects indicate benefit: cost ratios well above 1, and final costs of works (after bid discount and unspent contingency amounts) are around 10% lower than budget estimates. EFA by IFAD consultant at MTR indicates project benefit: cost ratio above 1 overall. However, important project activities have experienced delays. Average unit costs appear realistic for most activities. Skills trainees reported average increase in income of 42% post-training, indicating excellent value for money from this activity.

Main issues

112. Value for Money was rated as moderately unsatisfactory at MTR based on the observation that the project, though having passed its mid-way point of implementation, had yet to deliver any substantial or measurable outcomes.

113. The project is now successfully delivering the outputs that, based on the project logic, are expected to achieve the outcomes. Specifically, the rural infrastructure programme is in construction phase with the first work packages completed and the remaining Phase 1 packages progressing in line with works schedules. Field observation indicates appropriate selection of sub-projects, acceptable quality and high level of appreciation from local communities. The important skills training programme for rural youth is nearing completion and trainees report satisfactory levels of employment and increases in income. However, direct measurement of the project outcome indicators requires endline survey data which will not become available until project closure.

114. **Evidence for cost ratio of inputs to outputs:** Costs of infrastructure works packages (comprising about 84% of total project costs) have been estimated by the SP1 based on available market prices and costs of similar works for similar projects in Cambodia. Actual contract costs after bidding have been around 10% below estimates on average (see Procurement section) and further savings are anticipated from non-utilisation of contingency sums. PMU anticipates that surplus funds are available that can be used for additional outputs, in which case the project would exceed its target for physical outputs. This is regarded as satisfactory evidence of *Average unit costs (cost efficiency ratios) ... slightly lower than regional averages* (ratings descriptor for rating 4). Costs for Component 2 activities appear reasonable and were largely determined through competitive procurement processes. Project management costs somewhat exceed the original project budget provision.

115. **Evidence for cost ratio of inputs to outcomes:** Supervision guidelines and ratings descriptors indicate that, in evaluation of value for money, value of outcomes should be based on economic cost-benefit analysis (CBA). Two sources are available. The overall project CBA was updated by the IFAD team economist at MTR and estimated an EIRR of 10.9% and a positive ENPV of USD 4.74 million. Ex-ante CBA of road sub-projects prepared by the SP1 are available for work packages P1 to P6 with a total estimated financial cost of USD 80.75 million or about 65% of the allocation for works. These analyses indicate an average EIRR (weighted by cost) of 39%. Even if we rely on the more conservative estimates of the MTR analysis, there is convincing evidence of that income / outcome ratios are not higher than 1, meeting the criterion for a rating of 4. Skills trainees report average income (post training) of around USD 196 per month and gains of 42% compared to pre-training income. Crudely, if this gain in income is sustained over two years, the net benefit to the trainee (and to the Cambodian economy) will exceed the training cost of USD 1,000 per trainee.

116. **Some project activities implemented with delays:** the project remains significantly behind schedule, with important activities unlikely to be fully completed by PCD. This is the main consideration for rating value for money as moderately satisfactory (4) despite the convincing evidence of fully satisfactory input/output and input / outcome ratios for implemented activities.

Justification of rating

117. The AWPB 2024 shows improved performance as compared to the past, with approximately 70% of 2024 planned activities executed. However, as of August 31, 2024, only 30% of the budget, totalling US\$ 9.5 million out of US\$ 31.9 million, has been spent. A major reason for lagging expenditures is that contractors have delayed submitting interim payment claims (IPC) for EIB-financed works, knowing that EIB funds have not yet been disbursed to MRD. Some IPC for IFAD-financed works are also delayed while contract variations are formalised. Nonetheless, improvement in budget execution is anticipated in Q4 with a projected disbursement of 92% of 2024 AWPB with the acceleration of payments to contractors for infrastructure works in progress.

AWPB Inputs and Outputs Review and Implementation Progress

118. **AWPB Overview:** The revised AWPB 2024 aims for a total budget of US\$ 31.9 million, including US\$ 17.9 million from IFAD loan funds. As of August 31, 2024, only US\$ 9.5 million has been expended, which is 30% of the total budget. The execution rate is notably low; however, expectations for improved budget implementation exist as the project begins disbursing funds for infrastructure contracts in the fourth quarter.

119. **Timeliness of AWPB Submission:** The first draft of the SAAMBAT AWPB 2024 was provided to IFAD via email in December 2023 and subsequently updated in the OPEN system in February 2024, which was three months past the required deadline set in the Financing Agreement (FA). The mission informed the project to update the first draft 2025 AWPB in OPEN in November 2024 in line with the FA.

120. **Revisions and Budget Adjustments.** The AWPB underwent several revisions throughout the year, reducing the budget from US\$ 37.35 million to US\$ 31.9 million. These revisions were necessary to reflect actual progress and align the budget with the 2024 ISM recommendations:

- February 23, 2024: Initial NO on US\$ 37,353,000.
- April 25, 2024: Revised to US\$ 36,119,772 to align with ISM recommendations.
- July 24, 2024: Increased to US\$ 36,153,150 for additional grant payments.
- September 3, 2024: Final budget set at US\$ 31,939,267, reflecting a 1.05% decrease in the IFAD loan.

121. **Financial Execution:** By August 31, 2024, the financial execution reveals a total expenditure rate of 30% across various funding sources:

- IFAD Loan: 32% utilized.
- EIB Loan: 30% utilized.
- Government: 14% utilized.
- EU Grant: 0% utilized.

122. Expenditure Table (USD):

Source of Fund	AWPB 2024	Expenditure Jan-Aug	Variance
IFAD Loan	17,880,979	5,797,062	12,083,917 (32%)
IFAD Grant	215,378	215,378	0 (100%)
EIB Credit	10,685,488	3,239,930	7,445,558 (30%)
EU Grant	1,734,862	0	1,734,862 (0%)
GoKC Fund	1,422,560	201,473	1,221,087 (14%)
Total	31,939,267	9,453,844	22,485,423 (30%)

123. **Projected Financial Execution (Sept-Dec 2024):** Financial estimates for the fourth quarter project achieving an overall execution rate for the year. of **94%** Expected financial achievement rates by component suggest:

- **Component 1: 97%** achievement;
- **Component 2: 79%** achievement;
- **Component 3: 91%**

124. **Physical Progress:** Physical achievement rates as of August 2024 indicate varying achievement across components:

- Component 1: 56% achievement;
- Component 2: 62% achievement;
- Component 3: 83% achievement.

125. **Delays Encountered:** The late approval of the AWPB in OPEN and subsequent revisions have impacted the ability to meet initial targets along with the delayed related to implementation of roads and KAS explained in this report. Yet there is optimism for progress in the upcoming quarter as contract disbursements accelerate for the roads. As contract payments are expected to lag somewhat behind physical achievement; the physical achievement of 56% by August, with construction progress expected to accelerate in the dry season and as cost-intensive activities such as pavement construction begin, the projections of PMU for payments in the final quarter appear plausible. However, as the procurement of two service contracts for development of the KAS satellite apps and for KAS Marketing support are at the shortlisting stage, there will be no expenditures under these contracts within 2024.

Performance of M&E System **Rating: 5** **Previous rating: 5**

Justification of rating

126. The M&E system effectively tracks project performance and facilitates knowledge sharing for management, with agreed actions from the April 2024 ISM being completed as planned. The system regularly updates comprehensive data to support decision-making and planning. However, improvements are needed in data accuracy cross-checking and the utilization of the system's data.

The M&E system continues to monitor project performance and measure outcomes through several key activities: conducting a beneficiary satisfaction assessment for Package 1B, updating the M&E database, supporting knowledge management efforts, preparing for the endline survey, and coordinating with SP4 on survey scenarios.

M&E System Review

127. The M&E system has been a key strength of the project, using participatory methods and collecting disaggregated data by sex, age, poverty status, and indigenous peoples (IP). This comprehensive approach allows for precise tracking of the project's targeting performance and impact. Continued attention to data accuracy and regular monitoring will be crucial for refining targeting strategies and improving overall project outcomes.

128. During the mission it was agreed to (i) update the project logframe as per post-MTR agreed changes; (ii) enhance outreach and innovation calculations in project manuals; (iii) analyse collected data, and prepare for feedback surveys related to SC 2.1's skill development.

Actions	Responsibility	Deadline	Status
<p>Updates to M&E system</p> <ul style="list-style-type: none"> - Update Logframe, PIM, M&E manual reflect changes agreed from the decision memo - Provide more details on calculations of outreach and output 2.2.2 on digital innovation 	M&E team	October 2024	Agreed
<p>Feedback Survey on Skills Development</p> <p>M&E team to coordinate with the Component 2.1 team to prepare for the feedback survey for batch 2 of skills development</p>	SDU, PIU, SP2, M&E team	31 st March 2025	Agreed

Social, Environment, and Climate Standards requirements **Rating: 4** **Previous rating: 4**

Justification of rating

129. The project complies with SECAP and EIB safeguard policies. Field visits confirmed the project has broad community support.

Sub-projects have Construction Environmental and Social Management Plans (C-ESMP) integrated in work packages and bidding documents. Minimal Voluntary Asset and Land Donations (VALD) were observed, consistently documented in line with the ESMF requirements and with no loss of livelihoods observed. For work packages 1 to 4, SP1 led the implementation and documentation of this process. PMU will confirm the arrangement for remaining work packages. The current agreed action will remain open to ensure this aspect is carefully considered. The Grievance Redress Mechanism (GRM) is accessible and widely used, with all grievances addressed or resolved.

SECAP Review

130. Despite overall progress, some health and safety concerns were noted during site visits. While C-ESCMPs consistently address health and safety issues, the implementation on-site was inconsistent, particularly at camps that had only recently been established but already had workers and equipment present.
131. Personal Protective Equipment (PPE) and Occupational Health and Safety (OHS) signage was generally adequate across most sites. Some site camps required improved fencing for safety. One site camp (Ta Korm - Prek Norin, Package 4B) is directly in front of a school, with a fuel tank on-site. Although this location was agreed by the community, the presence of the tank and the associated construction vehicle traffic outside the school constitute an unacceptable hazard. Either the camp should be relocated or, at a minimum, the fuel tank must be relocated away from the school. PMU and SP1 will ensure that future camp locations should avoid proximity to sensitive facilities like schools and health centers. SP1 and PMU will develop a brief guidance note and notification to contractors for this purpose.
132. PMU and SP1 will ensure close monitoring and proper reporting of improved waste management practices including place and method of final disposal, measures to prevent pollution of canals and location and management of site camps.
133. Post-construction inspections focusing on Environmental, Health, and Safety (EHS) are not currently planned but are crucial for assessing compliance with EHS standards. SP1 has agreed to conduct such inspections and produce final reports identifying any outstanding issues. These reports will also be required for sub-projects that have already completed.
134. The PMU will improve IFAD and EIB access to documentation of SECAP / ESS compliance by establishing an online storage system with a standardized filing structure to facilitate evidence-based assessments and preparation for the Project Completion Report (PCR). Monitoring by the PMU and SP1 has been limited due to awareness gaps and budget constraints. The mission recommends reinforcing the use of the EHS monitoring checklist to ensure contractors maintain compliance with project standards, particularly as activities increase during the dry season.
135. **Grievance Redress Mechanism (GRM):** SAAMBAT's GRM is accessible, transparent, and widely known among target groups. The process is well-structured, with clear procedures for submission and resolution of grievances. Channels for reporting grievances include brochures, community meetings, and digital platforms, ensuring accessibility across various regions and literacy levels. Beneficiaries have reported a high level of satisfaction with the GRM's fairness and responsiveness, reinforcing trust in the project's ability to address issues and grievances in a timely and transparent manner.

Actions	Responsibility	Deadline	Status
<p>Post-Construction Inspections</p> <p>SP1 will provide IFAD with a template to be used for reporting final site inspection, which will be an annex to the Performance Certificate at the end of the Defects Liability Period.</p>	PMU / SP1	31 st October 2024	Agreed
<p>Documentation Access</p> <p>Establish an online storage system and develop a clear filing structure to allow consistent access to SECAP / ESS documents and facilitate evidence-based assessments to be validated by IFAD and EIB and used as inputs to the PCR.</p>	PMU	31 st October 2024	Agreed

<p>Site Camp Selection: Develop brief guidance note and send a notification to contractors regarding location for future site camps. Introduce a procedure for SP1 to validate site camp location prior to establishment by Contractor to assess proximity to sensitive community infrastructure.</p>	<p>PMU / SP1 / Contractors</p>	<p>31st October 2024</p>	<p>Agreed</p>
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d. Financial Management & Execution

<p>Acceptable Disbursement Rate</p>	<p>Rating: 4.0</p>	<p>Previous rating: 3</p>
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Justification of rating

136. The project is in its fifth year of implementation, and as of August 31, 2024, the disbursement rate is 51% for the loan and 63% for the grant. Disbursements have been relatively slow since loan effectiveness, as the preparation and onboarding of all consultants and service providers took longer than initially expected. Additionally, the procurement of infrastructure contracts has been lengthy and complex.

Main issues

137. *The actual utilization of funds by the project is 39% for the loan and 57% for the grant, as advances disbursed for infrastructure contracts are yet to be transferred to contractors. The latest revised AWPB for 2024 envisages spending US\$ 31.9 million, including an IFAD loan of US\$ 17.9 million. As of August 31, 2024, a total of US\$ 9.5 million, or 30% of the annual budget, has been spent. The AWPB execution rate is low; however, budget implementation is expected to improve in Q4 when the project starts disbursing funds for infrastructure contracts.*

138. *The project's FM team is well-experienced and has sufficient resources to manage all disbursement-related activities. Although the submission of the AWPB to IFAD was delayed for 2024, the project team prepared a detailed budget split by components, categories, and financiers. WAs and payment orders must be approved by several officials from the Ministries and PMU/PIU. However, the lengthy processing of payments has had minimal impact on overall disbursements. The key reason for low disbursements is the delayed implementation of infrastructure contracts.*

139. *The project has disbursed US\$ 15.9 million of the IFAD loan so far in 2024. As the pace of the implementation of infrastructure contracts improves, the project is expected to enhance overall disbursement rates in 2024 and 2025.*

140. *The estimated DA and PA balances for the IFAD loan are around US\$ 15 million after the disbursement of US\$ 8.5 million in September 2024. Given the current cash balances, the project will probably not need any additional cash advances until the end of 2024. Therefore, the project must prepare revised cash forecasts for Q4 2024 and Q1 2025 to calculate cash requirements as part of the Q3 2024 IFRs submission.*

<p>Agreed Action</p>	<p>Responsibility</p>	<p>Agreed Date</p>
<p>Reallocation of fund from unallocated category</p> <p>Schedule 2 of the Financing Agreement (allocation to categories) will be amended to reflect Mission agreements including (1) allocation of the unallocated amount; and (2) adjustment between the Training and Consultancy categories.</p> <p>March 2024 update: Final reallocation table has been agreed, IFAD and PMU will complete internal IFAD and Government processes by July 31, 2024</p>	<p>IFAD, MEF, PMU, PIU</p>	<p>07/2024</p>
<p>Cash forecasts for Q4 2024 and Q 2025</p> <p>Prepare accurate cash forecasts for Q4 2024 and Q1 2025 as part of the Q3 2024 IFRs preparation.</p>	<p>PMU</p>	<p>11/2024</p>

Fiduciary aspects

<p>Quality of Financial Management</p>	<p>Rating: 5</p>	<p>Previous rating: 5</p>
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Justification of rating

141. SAAMBAT's financial management team composition and arrangements have been satisfactory. PMU and PIU have an experienced FM team with the qualifications and experience. The FM team maintained adequate FM arrangements for the project.

Main issues

142. **Organisation and Staffing:** Staff with appropriate qualifications and professional experience are in place. FM coordination and capacity have continuously improved with onboarding the current FM specialists and assistants in Sept 2022. Both PMU and PIU have been able to set up FM teams comprising experienced civil servants of the ministries and external consultants.
143. **Budgeting:** In February 2024, the project submitted AWPB for 2024, which was due in November 2023. The AWPB for 2024 submission was delayed due to MEF's late approval of the budget. The budget is presented as expenditures split by components, categories, and financiers. The budget also includes physical targets to be achieved. The project must ensure the draft AWPB for 2025 is submitted within agreed deadlines. The project prepares monthly, and quarterly budget execution reports, and the most significant variations are followed up.
144. **Funds Flow:** The Project maintains DAs with the National Bank of Cambodia for all sources of financing, including government contributions. In addition, PAs are maintained with the commercial bank to transfer funds from DA and use them for project activities. IFAD funds are disbursed timely. WAs are submitted slightly delayed because of internal approval processes within MRD and MEF. In 2024, IFAD disbursed considerable advances (US\$ 16 million, including last WA for US\$8.5 million) to finance projected infrastructure expenditures during 2024. However, the utilization of funds have been slow. Therefore, the Project needs to take the actions necessary to utilize advanced resources as quickly as possible. As of August 30, 2024, overall financial performance is 21.69% of the revised total project cost of US\$ 154.27 million. Low actual performance is due to delayed EIB credit and AIF grant disbursements and implementation of IFAD loan-funded infrastructure contracts.
145. The first EIB advance of US\$ 3.29 million was disbursed in May 2024. The Project must take necessary actions to accelerate disbursements of the remaining EIB funds. The MEF and PMU must maintain close coordination with EIB and adequate understanding of applicable policies and procedures to ensure fulfilment of conditions and timely disbursement of EIB loan proceeds and AIF grant. The Project needs to ensure timely funds flow from all financing sources.
146. Due to delays in the implementation, some planned project activities will not be completed by the project completion date in September 2025. Therefore, the Project needs to decide on the extension of the project completion date or adjust planned expenditures accordingly for 2025.
147. **Internal Controls:** Both PIU and PMU demonstrate their commitment to strong financial management by strictly adhering to the government's relevant SOPs. These comprehensive SOPs encompass all necessary actions to ensure robust controls over financial operations. The project also follows the PIM, including the FMM, which outlines key IFAD requirements and procedures. There are appropriate segregation of duties arrangements for payment order processing and recording them in the accounting system, with each payment voucher and contract monitoring tables being approved by accounting and finance unit officials of the PMU.
148. PIU has taken a proactive step in ensuring the project's financial integrity by engaging an individual internal audit consultant. The consultant's reports for 2020 and 2021, which highlight several weaknesses and management responses, have been shared. The reports for 2022 and 2023 are yet to be shared with IFAD. MRD PMU plans to further enhance the project's financial management by engaging the MRD internal audit unit to conduct an internal audit and issue a report earlier in 2025.
149. IFAD AUO unit, in its latest report, concluded that within SAAMBAT, some payments were made to the bank accounts of company owners instead of to the bank account of the relevant company. The mission reviewed payments made within SAAMBAT and confirmed the findings of the IFAD AUO. However, payments were made in line with contract terms as contracts signed had bank accounts of the company owner instead of the same of the company. The mission tested whether those payments were ineligible. The review concluded that payments met eligibility criteria as per GCs of the IFAD. However, by paying the company owner's account, the project probably helped companies avoid paying applicable taxes. Therefore, the project must discontinue this practice. The project is recommended to verify that contracts signed provide company bank accounts, and payments must be made to the company's bank account.
150. IFAD AUO also mentioned that payments were delayed for some contracts. The mission reviewed and noted that although the project paid most of the invoices within 30 days of the invoice date, payments were made more than 30 days after the invoice date in several cases. The main reason for late payments of some invoices is the multiple-step payment approval process. The project must ensure that all contracts include payment terms 30 days from the invoice date and follow payment terms of signed agreements.
151. **Accounting and Financial Reporting.** PIU and PMU use SAGE 50 accounting software to maintain accounting records and prepare financial reports. PIU submits its part of financial transactions to PMU for consolidation. PMU FM consultant prepares consolidated financial reports. PMU closes accounting records each month and performs accounting reconciliations. PMU submits quarterly consolidated IFRs timely. IFRs are prepared in Excel spreadsheets using transaction reports downloaded from SAGE 50. Accounting records are posted promptly, and they are accurate. As per government regulation, the project maintains accounting records on an IPSAS cash basis.

Agreed Action	Responsibility	Agreed Date
Request for EIB loan and grant disbursements Follow-up the first request made for disbursement of EIB loan proceeds. Initiate request for grant disbursement and ensure fulfilment of any disbursement conditions. March 24 update: WAs are with MEF, will be processed by the end of April 2024	MEF, PMU	04/2024
Correction of actual expenditures Submit WAs for the Q 4 2023 with corrected expenditures for each category.	PMU	04/2024
Revision of 2024 AWPB Revise AWPB for 2024 per the current progress and agreed project implementation activities.	PMU	04/2024
Submission of audit reports Submit audit reports for 2023	PMU	06/2024
Payment to company bank accounts The project must ensure that all signed contracts provide a company bank account as a beneficiary, and payments must be made in line with the signed contracts.	PMU/PIU	
Timely payment of invoices Contracts signed within the project implementation should include payment within 30 days from invoice date, and the payment terms of contracts must be followed.	PMU/PIU	

Quality and Timeliness of Audit

Rating: 4

Previous rating: 5

Justification of rating

152. Audit reports were submitted within agreed deadline. However, the audit reports had not meet fully audit contract TOR and IFAD's requirements.

Main issues

153. The audit report and management letter were received on June 28, 2024, within the agreed deadline of June 30, 2024. The audit report included a management letter, including management's responses to the auditor's recommendations. Auditors issued "unqualified but emphasis of matter" audit opinions. The emphasis of matter clauses claimed that "Our report is intended solely for the Programme Management and should not be distributed to or used by any other parties.", which contradicts IFAD's requirements and audit contract TOR. In addition, auditors added an "Other matter" section and claimed that auditors did not audit transactions and balances related to Government counterpart funds. However, IFAD believes that the auditor was required to audit all project transactions and issue an audit opinion on the consolidated project financial statements, including government counterpart funds. The issue has been discussed with the officials of the Ministry of Economy and Finance (MEF). The MEF officials argued that audit TOR did not include the requirement to audit government counterpart funds. In addition, MEF officials claimed that government counterpart funds had been audited by the country's SAI and should not be audited again by private sector auditors.

154. Audit reports issued by the same auditor with similar audit opinions on 2022 project financial statements were accepted by IFAD. IFAD did not express any concerns before.

155. IFAD agreed that:

1. IFAD accepts audit reports as they are now. However, audit contract terms and TOR will be agreed upon with IFAD if the government decides to sign a new contract with the private auditor for the years 2024-2026.
2. MEF will ask BDO Cambodia to send an email permitting public disclosure of audit reports.
3. If MEF decides that SAI will conduct the audit, the terms and conditions of the arrangement will also be agreed upon with IFAD.

Agreed Action	Responsibility	Agreed Date
Audit contract terms and conditions MEF and IFAD will agree terms and conditions of the audit contract to be signed with private sector auditor or with the country's SAI.	MEF/IFAD	12/2024

Counterparts Funds	Rating: 5	Previous rating: 5
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Justification of rating

156. The government has allocated sufficient funds to cover its part of the project expenditures.

Main issues

157. The government has allocated sufficient funds to cover its part of the project expenditures. GoKC counterpart funds remain adequate and readily available to cover project audit, goods, and operating costs. AWPB 2024 had included GoKC contribution of US\$ 1.4 million. As of September 12, 2024, the Project has received US\$ 519K. At the beginning of 2024 the Project had US\$ 1.8 million GoKC bank account (DA and PA) balance. Therefore, the 2024 actual allocation is sufficient to cover the government's share of project expenditures in 2024. The Project follows a replenishment method to request GoKC funds, where government counterpart funds are disbursed upon submission of replenishment applications.

158. The Project to date has still to report any contributions from beneficiaries, which have an appraised amount of US\$ 0.14 million in the form of in-kind contributions to value chain infrastructure under Component 1. PMU will start collecting necessary supporting documents to record and report beneficiary contributions adequately, and 2024 final accounts will include beneficiary contributions.

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
In – Kind contribution PMU must ensure that necessary supporting documents collected for in-kind contributions. 2024 annual financial statements must include in-kind beneficiary contributions.	PMU	04/2025

Compliance with Loan Covenants	Rating: 5	Previous rating: 5
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Justification of rating

159. not rated

Main issues

160. not rated

Procurement	Rating: 4	Previous rating: 4
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Procurement	Rating: 4	Previous rating: 4
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Justification of rating

161. The MRD-PMU and MEF-PIU demonstrated transparency in managing the procurement process, including adherence to SECAP-related procurement requirements. The procurement process for work contracts under C1 was accelerated from early 2023; there were still delays in the selection of several service providers and service contract implementation including replacements of key experts and lagging times between procurement steps.

Procurement Review

162. **Desk review of the project's contracts portfolio.** Rating moderately unsatisfactory (3). Selection of a service provider (SP1) for feasibility studies, design and supervision of rural roads and VC infrastructure facilities is critical for implementation of C1 – Value chain infrastructure. However, the contract was only signed in February 2022 and the consultant was on board in March 2022. In additions, implementation progress of SP1 is also behind the schedule. By the end of 2022, the bidding document of only one package (1B) out of planned 10 packages under the PP2022 was finalized for bidding process. It was time-consuming for revisions and finalization of the draft bidding documents and safeguard documents for 1st two packages 1A and 1B.

163. **SECAP risk management.** Rating Satisfactory (5). The service provider SP1 prepared basic project safeguard documents (ESMF, GAP, RPF, EGEF, and SEP). Sub-project safeguard documents for Packages 1A and 1B (ESMP, RSIA, ESIS) were prepared by SP1, reviewed and commented by MRD, EIB and IFAD. Safeguard requirements were included in the technical specifications and bidding documents.

164. **Procurement Strategy/ Procurement Planning Process.** Rating Moderately satisfactory (4). The 1st draft PP2023 was submitted to IFAD in February 2023 and obtained IFAD no objection on 08 March 2023. Some inconsistencies between the two documents were found. The MTR joint mission team reviewed the 2023 AWPB and PP and provided suggestions for improvement. The updated PP2023 was resubmitted for IFAD's review and no objection during the mission.

165. **Processes and Procedures from Prequalification to receipt of bids.** Rating satisfactory (5). The standard bidding document/RFP under the SOP were adopted for procurement of work and service contracts. The bidding document for the 1st work package was finalized in 2022 and the procurement notice was advertised in January 2023. Based on capacity assessment of training providers, the project proposed a list of 28 potential training providers including 16 selected training providers in 2022 and additional 12 training providers to cover economic poles in 12 project provinces for implementation of vocational trainings

and business incubation program in 2023.

166. **Processes and Procedures for Evaluation and Contract Award.** Rating moderately satisfactory (4). The procurement process for work contracts was accelerated from early 2023. The bid evaluation report for work package 1B shows good evidence of competition with 8 bids submitted and the recommended contract price is more than 6% lower than the cost estimation. There were significant delays in selection of several consulting firms. For instance, five challenge fund grantees were selected in September 2022 through competitive process according to the Challenge Fund Guidelines. However, the evaluation report and the draft challenge fund grant agreements were just finalized in January 2023 and are still under PRC’s review and approval. The revisions of the challenge fund guidelines after the 1st cohort selections were drafted and under TSC/PRC’s reviews.
167. **Contract Management and CMT data.** Rating moderately satisfactory (4). So far, there were four amendments of SP1 contracts. The procedures for contract amendments followed the contract terms and conditions and IFAD/EIB prior review requirements. Implementation progress of SP1 service provider is significantly behind the schedule and requires acceleration. Reviews of the ICP-CMT data by the supervision mission on 02 March 2023 showed that contract data for several service contracts need to be updated in the ICP-CMT.
168. **Record Retention.** Rating satisfactory (5). The procurement and contract documents requested by the mission for ex-post reviews are available and adequate.

Agreed Action	Responsibility	Agreed Date
Finalize the contracts with CF grantees (1st Cohort) Finalize the draft contracts with challenge fund grantees (1st Cohort) and submit for IFAD prior review and no objection.	PIU, TSC, SP5	04/2022
Finalize the revised CF guidelines: Finalize the draft revised challenge fund guidelines and submit it for IFAD review and no objection before calling for 2nd Cohort applications	PIU, TSC	05/2023
Update the AWPB and the Procurement Plan for 2023 Review and update the 2023 AWPB and PP for consistency before submission to IFAD for prior review and no objection.	PMU, PIU	06/2023

e. Key SIS Indicators

Likelihood of Achieving the Development Objective	Rating: 4.11	Previous rating: 4.09
Assessment of the Overall Implementation Performance	Rating: 4.42	Previous rating: 4.25

F. Relevance

Relevance	Rating: 5	Previous rating: 5
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Justification of rating

169. Project Relevance continues to be rated as satisfactory (5) as at the MTR. Through interaction with a wide range of beneficiaries and stakeholder groups, the Mission was able to confirm that in most respects the project design is consistent with the needs of the target groups and is strongly supported by them. The project is consistent with national priorities (e.g. rural infrastructure, skills training, digital development). Project internal logic is coherent (considering the wider context of the programmatic approach with AIMS and ASPIRE) and implementation modalities are appropriate. Project management is proactive in proposing adaptations where necessary.

Main issues

170. The project development objective to sustainably increase productivity of youth, enterprises and the rural economy for 200,000 poor and vulnerable rural households remains highly relevant, particularly in view of the productivity gap between Cambodia’s growing urban economy and the rural areas where most Cambodians live. The COVID pandemic, which began shortly after project inception, is believed to have resulted in an increase of about 2.8% in poverty rates despite an effective cash transfer relief programme. Poverty is primarily rural – estimated 22.8% in rural areas as compared to 9.6% in urban areas in 2019/20, i.e. before the full effects of COVID (World Bank poverty assessment 2022). COVID also resulted in loss of non-farm employment opportunities, particularly in the tourism sector which is only now beginning to recover.

171. The key project results areas of rural infrastructure development, skills training and digital development are areas that have been prioritised in Cambodia's national development strategy, as reconfirmed by the Pentagonal Strategy adopted by the new Government after the elections in July 2023. SAAMBAT also remains aligned with the Strategic Objectives (SO) of IFAD's COSOP which was adopted in 2022 (SO1: increase poor rural people's productive capacity; SO2: Increase poor rural people's benefits from market participation; SO3: strengthen the environmental sustainability and climate resilience of poor rural people's economic activities).
172. The design of SAAMBAT was explicitly chosen to complement the activities of ASPIRE (smallholder agriculture, now succeeded by ASPIRE-AT) and AIMS (smallholder value chains, now being re-financed) in a programmatic approach and the linkages between the different components should be seen in this context.
173. The project delivery approach for C1 emphasises the use of multi-stakeholder platforms (MSP) to ensure the relevance of infrastructure outputs to the core target groups. Skills and digital literacy training have adopted innovative approaches which have succeeded in reaching groups (rural youth and smallholder farmers) that previously lacked equal access to these opportunities. The KAS platform development is ambitious and complex but enjoys strong leadership support and has the potential to bring integrated and effective digital services to the agriculture sector including smallholders. The policy studies subcomponent (SC2.3) provides support to the programmatic approach and has the potential to bridge the gap between good practice (as demonstrated in project implementation) and policy.
174. Results achieved in the first three years of SAAMBAT implementation were disappointing, with all components and sub-components experiencing severe delays. Since MTR project progress has been in line with or better than is typical for comparable projects. However, it has not proven possible to fully compensate for the earlier delays, so that the project risks falling short of its objective, outcome and output targets by PCD. As discussed by the Mission and described above, it is likely that GoKC will propose a no-cost extension to both the IFAD loan and EIB loan / EU Grant financing instruments. It is assessed as highly likely that the project would be able to achieve its objective and its main outcome and output targets, given an extension of time sufficient to implement activities, in particular infrastructure works, for which design is largely complete and for which preparation costs have largely been incurred.

G. Project Modifications

Responsibility	Modification type	Description
MRD	Completion Date	MRD as Executing Agency have indicated their intention to request a no-cost extension of the PCD in order to allow completion of the infrastructure works programme under component 1. MRD will submit a Business Case for the extension to MEF who will evaluate the proposal according to GoKC criteria in force before deciding whether to submit a Borrower Request for extension to IFAD. A request for extension for key activities in Component 2 is also under consideration. No decision or agreement in principle on extension has been reached by the Mission. Key considerations for evaluation of any request for extension are discussed in Appendix 4.

Responsibility	Modification type	Description
M&E	Logical Framework	<p>LF changes made at MTR (Apr 2023):</p> <p>- Under Project goal:</p> <p>1) the indicator "Declining rural poverty rates with improvement in status of women-headed hhs" has been corrected as "Declining rural poverty rate" because it measures the decline in poverty at HH level in general, not only for women-headed HH. The baseline rate was kept as it is, as it is the national poverty rate at project inception. The midline rate was removed as the poverty rate is assessed every five years.</p> <p>2) under "Abbreviated Women's Empowerment in Agriculture Index", the baseline and the end target were adjusted as below: - Baseline 0.68 (i.e., AY 1 (2021): 0.7 and AY 2 (2022): 0.65) - End target 0.7 (2025)</p> <p>The baseline index has been updated with the results from the two project baselines conducted in 2021 and 2022, instead of using result from survey of USAID. According to the weights of the scores for 6 indicators and the cut-off point used in the baselines, the proposed target attributed to one increased indicator as in PIM (0,74-0,8) seemed to be unrealistic. Instead of one level up in the cut-off ranges, it could be reduced to a third of it (0.7 rather than 0.74). The indirect and slight impact is projected to influence indicators through gender-related activities: (i) Increase decision-making on production and income-generation activities through SAAMBAT training on digital literacy and development skills (6.700 Females); and ASPIRE/AIMS interventions on value chain development (It was observed that around 20% of female attendants in the meetings of field visits are overlapped beneficiaries), and (ii) Reduce time spent/ workload through the improved infrastructure of SAAMBAT".</p> <p>- Under development Objective:</p> <p>1) the indicator "Number of households reporting reduced variability loss of earnings with climate conditions" was deleted as not relevant to SAAMBAT real activities as compared to PDR.</p> <p>- Under Outcome 1:</p> <p>1) the mid-term target of the "Households reporting improved physical access to markets - Households" was recalculated to reflect the same percentage: $200.000 \times 27\% = 54.000$</p> <p>2) the mid-term target of "3.2.3 Households reporting a significant reduction in the time spent for collecting water or fuel" was recalculated to reflect the same percentage: $200.000 \times 3\% = 6.000$; $6.000 \times 4 = 24.000$</p> <p>- Under Output 1.1:</p> <p>1) the "Indicator ""Km of road constructed, rehabilitated or upgraded" was deleted as it was a repetition of CI 2.1.5.</p> <p>2) the end target for the road was reduced as the budget for implementation of C1 was reduced based on: (i) updated cost estimates reflecting international price inflation; (ii) unfavourable changes in the Euro/US\$ exchange rate between 2020 and 2021; (iii) the cost implication of upgrading roads previously proposed for gravel paving to hard paved standard as agreed in the SM of October 2022; and (iv) the relevance and overall suitability of the roads and sub-projects during field visits.</p> <p>- Under outcome 2:</p> <p>1) the indicator title "Number rural youth productivity employed" was corrected as "Number rural youth employed" (there was a typo in the previous title).</p>

H. Lessons Learned

Data acquisition and customer acquisition is crucial and most difficult part of developing a digital

platform

175. Under the SAAMBAT Project, Khmer Agri Suites (KAS), which is a digital platform for agriculture data and commerce has been developed. The institutional ownership of the platform is with the Ministry of Economy and Finance. Given that agriculture is not a primary activity of the Ministry of Economy and Finance, it is crucial that MEF engage with Ministry of Agriculture, Forestry and Fisheries for agriculture data acquisition and exchange as well as build partnerships with cooperatives, private sector on the ground to enable data collection and sustained use of the platform. Global lessons suggest that data exchange/transactions on the platform will occur if it solves an existing problem or inefficiency. With this context, KAS must look at developing use cases that address these inefficiencies. These could be data analysis and availability- what is growing where and how much; agriculture commerce especially for processed food products, inputs etc. As more data becomes available, more private sector will be attracted to engage with the platform leading to sustained use.

Challenge Funds accelerating digital technologies require rural outreach support for initial customer acquisition

176. Key Lessons from implementation of challenge fund under subcomponent 2.2 is the need to balance the capacity of new start-ups with the targeting of rural smallholder farmers. It is often difficult for early-stage start-ups to acquire customers and these costs go significantly up when reaching the poorest smallholders in the most remote areas. It is thus essential to strike a balance in the type of start-ups to be accelerated through the programme, define achievable performance indicators and embed customer outreach support especially for rural areas as technical assistance provided during acceleration programme. This was done under the project with cohort 2 where slightly mature startups in terms of business models against very early stage ones were selected and the project provided outreach support to startups. Given the nascence of the digital economy in the country it is also expected that digital start-ups will initially target urban and peri-urban areas before venturing to the rural areas. Hence, while identifying start-ups the alignment of objective and value to agriculture sector is more crucial than immediate outreach as per targeting needs of the project.

Inclusion of rural poor youths in TVET programs Applicability

177. Key lessons learned from Sub-Component 2.1 highlight the importance of targeted outreach, community engagement, and support structures to effectively include rural youth in TVET programs. To enhance skills, income, and employability, Cambodia should focus on tailored recruitment strategies that prioritize poor rural youth, utilizing local networks, awareness campaigns, and incentives to attract participants. Addressing practical barriers such as transportation, providing accommodations, and ensuring timely and proper allowances based on poverty status are essential to improving retention and participation. Additionally, aligning TVET courses with local economic demands, incorporating entrepreneurship modules, and linking graduates with business incubators and job placement programs proved to boost employability and income generation for rural youth.

Business Continuity Plan (BCP) to cope with any significant disruption to operations due to force majeure

178. COVID-19 taught us the importance of having appropriate BCPs to ensure project's ability to prevent or rapidly recover from a significant disruption to operations due to force majeure.

Clear and regular communication and procedures are key for implementation of project involving different stakeholders

179. To ensure smooth implementation of SAAMBAT activities it is key that all financiers (IFAD, EIB and EU) and implementers (MRD, MEF, SDU, TSC, CPS) have regular and clear communication among themselves. Procedures should be streamlined and comments between financiers should be consistent.

Experimenting new methods, ideas, and approaches may delay project implementation due to the learning and adoption curve

180. Experimenting new methods, ideas, and approaches, such as the SAAMBAT-AIMS-ASPIRE programme approach and the SAAMBAT Gender Transformative Approaches (GTAs) in Cambodia, may translate into a **longer start-up phase** due to (i) from 1 to 2 years of learning period needed by those who have to implement the new methods, ideas, and approaches; (ii) time and political power/visibility are needed to coordinate meetings among different ministries, which normally do not work together, for decision making purposes.

181. High quality technical support to implementing agencies and partners is essential to reduce the slope of the learning curve for new approaches (i.e., IFAD should envisage budget for more technical training on any new methods, ideas, and approaches the Fund proposes);

182. Documenting and communicating the results of the new methods, ideas, and approaches used is very important for new projects.

183. Calculating risks and forming strategic alliances among government and non-state actors are crucial factors for a successful implementation.

Procurement

184. The major bottleneck for accelerating implementation of SAAMBAT has been the time required to complete procurement of the SP1 engineering consultant and, to a lesser extent, other service providers. Procurement has been slowed by COVID but is anyway a lengthy process. IFAD has only limited influence to shorten the procurement process itself, hence, in future project designs where recruitment of consulting firms is time-critical, provision should be made for initiating the procurement at the earliest possible opportunity. This should include preparation of Terms of Reference and Requests for Expressions of Interest, and agreement with Government, as part of the project design. Government should be encouraged to initiate the procurement process in advance of project effectiveness (given that this does not result in any financial risk to Government); however, past experience has been that Government is reluctant to take this step.

Multi-Stakeholder Platforms

185. The concept of the MSP is a sound principle but is difficult to reconcile with the established modus operandi of many of the implementing partners. The MRD has its own procedures to prioritize and identify the investment in rural roads. The process includes key stakeholders but its modality is somewhat different from that specified in the MSP approach. The addition value added of the MSP approach and merging it with the MRD process needs to be further refined.

Programmatic Approach

186. In principle, a programme approach is critical for ensuring synergy and enhancing the impact of different investments. However, in practice this is difficult to achieve as each project is very focused on its own targets and specific set of activities. There is need to establish some operational mechanisms to enhance the synergies on the ground without widely dispersing the geographic coverage of the project and make effective implementation difficult. The selection of the Economic Poles (EP) under SAAMBAT led to inclusion of a large area in the selected provinces with some dilution of the economic centre of gravity. The implementation of a programmatic approach needs to carefully navigate these issues and come to a cost-effective and appropriate solution.

Recruitment of Key Service Providers

187. Recruitment of service providers requires a competitive process which requires a lengthy two stage procurement process. All major outputs of SAAMBAT require mobilisation of key service providers before any outputs can be delivered. This makes a lengthy start-up period inevitable. In the case of SAAMBAT the delay has been further compounded increased because of the time taken to finalise TORs for the service providers. In future, more attention should be given to ensuring that detailed TORs are prepared and agreed with all stakeholders at the design stage, so that procurement of service providers can be initiated promptly upon project effectiveness.

Project Preparation and Procurement

188. Putting in place the systems for financial management, procurement and monitoring and evaluation, hiring staff and procuring the goods and services required for SAAMBAT has taken almost the entire year. Thus, there are no activities that have been undertaken on the ground. A lesson for the future is to recognize that projects which have to establish new implementation arrangements need adequate time for this purpose and therefore they need to factor this into their annual work plans and budgets.

I. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Financial Management & Execution		
Finalize the contracts with CF grantees (1st Cohort) Finalize the draft contracts with challenge fund grantees (1st Cohort) and submit for IFAD prior review and no objection.	PIU, TSC, SP5	04/2022
Finalize the revised CF guidelines: Finalize the draft revised challenge fund guidelines and submit it for IFAD review and no objection before calling for 2nd Cohort applications	PIU, TSC	05/2023
Update the AWPB and the Procurement Plan for 2023 Review and update the 2023 AWPB and PP for consistency before submission to IFAD for prior review and no objection.	PMU, PIU	06/2023

<p>Request for EIB loan and grant disbursements</p> <p>Follow-up the first request made for disbursement of EIB loan proceeds. Initiate request for grant disbursement and ensure fulfilment of any disbursement conditions. March 24 update: WAs are with MEF, will be processed by the end of April 2024</p>	MEF, PMU	04/2024
<p>Correction of actual expenditures</p> <p>Submit WAs for the Q 4 2023 with corrected expenditures for each category.</p>	PMU	04/2024
<p>Revision of 2024 AWPB</p> <p>Revise AWPB for 2024 per the current progress and agreed project implementation activities.</p>	PMU	04/2024
<p>Submission of audit reports</p> <p>Submit audit reports for 2023</p>	PMU	06/2024
<p>Reallocation of fund from unallocated category</p> <p>Schedule 2 of the Financing Agreement (allocation to categories) will be amended to reflect Mission agreements including (1) allocation of the unallocated amount; and (2) adjustment between the Training and Consultancy categories.</p> <p>March 2024 update: Final reallocation table has been agreed, IFAD and PMU will complete internal IFAD and Government processes by July 31, 204</p>	IFAD, MEF, PMU, PIU	07/2024
<p>Cash forecasts for Q4 2024 and Q 2025</p> <p>Prepare accurate cash forecasts for Q4 2024 and Q1 2025 as part of the Q3 2024 IFRs preparation.</p>	PMU	11/2024
<p>Audit contract terms and conditions</p> <p>MEF and IFAD will agree terms and conditions of the audit contract to be signed with private sector auditor or with the country's SAI.</p>	MEF/IFAD	12/2024
<p>In – Kind contribution</p> <p>PMU must ensure that necessary supporting documents collected for in-kind contributions. 2024 annual financial statements must include in-kind beneficiary contributions.</p>	PMU	04/2025
<p>Payment to company bank accounts</p> <p>The project must ensure that all signed contracts provide a company bank account as a beneficiary, and payments must be made in line with the signed contracts.</p>	PMU/PIU	
<p>Timely payment of invoices</p> <p>Contracts signed within the project implementation should include payment within 30 days from invoice date, and the payment terms of contracts must be followed.</p>	PMU/PIU	

Cambodia

Sustainable Assets for Agriculture Markets, Business and Trade Project Supervision Report

: Logical Framework

Mission Dates: 10/09/2024-08/10/2024

Document Date: 08/11/2024

Project No. 2000002278

Report No. 6835-KH

Asia and the Pacific Division
Programme Management Department

Sustainable Assets for Agriculture Markets, Business and Trade Project

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions		
	Name	Baseline	Mid-Term	End Target	Annual Result (2024)	Cumulative Result (2024)	Cumulative Result % (2024)	Source	Frequency	Responsibility			
Outreach	1 Persons receiving services promoted or supported by the project							Commune Database of Ministry of Planning / National statistics	Monthly	PMU and PIU M&E staff and SP1, 2, 3, 4, 5			
	Males (number)		133 333	400 000	6 171	16 079	4.02						
	Females (number)		133 333	400 000	6 237	17 183	4.296						
	Young (number)		72 000	216 000	5 710	11 387	5.272						
	Total number of persons receiving services (number)		266 666	800 000	12 408	33 262	4.158						
	1.a Corresponding number of households reached							Commune Database of Ministry of Planning / National statistics	Monthly	PMU and PIU M&E staff and SP1, 2, 3, 4, 5			
	Women-headed households (number)		10 000	30 000	289	4 921	16.4						
	Non-women-headed households (number)		56 667	170 000	1 842	18 064	10.6						
	Households (number)		66 667	200 000	12 408	33 262	16.6						
	1.b Estimated corresponding total number of households members							Commune Database of Ministry of Planning / National statistics	Monthly	PMU and PIU M&E staff and SP1, 2, 3, 4, 5 2) Impact Survey service provider (SP4)			
	Household members (number)		266 667	800 000	49 632	133 048	16.6						
	Project Goal Reduce poverty and enhance food security.	Declining rural poverty rate							country level poverty assessment	periodically after every 5 years		RGC and third-party assessments	Stimulating rural growth will reduce poverty. Increase in agriculture growth will reduce poverty.
		rural poverty rate (%)	20		10								
Increasing agriculture growth rate							Government Economic Analysis	Periodically	Government Analysis				
growth rate (%)		1.5		2									

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2024)	Cumulative Result (2024)	Cumulative Result % (2024)	Source	Frequency	Responsibility	
	Abbreviated Women's Empowerment in Agriculture Index							Baseline and endline surveys	Baseline; Endline	1) PMU and PIU M&E staff 2) Impact Survey service provider (SP4)	
	AWEIA (number)	0.68		0.7							
Development Objective Sustainably increase productivity of youth, enterprises and the rural economy	Number of direct beneficiaries experiencing at least 25% increased earnings-per-day from on-farm or off-farm work							Impact Survey	Baseline; Endline	PMU M&E SP4	Political and economic stability in the country and the region.
	Total (number)		40 000	120 000							
	Females (number)		20 000	60 000							
	Male (number)		20 000	60 000							
	Young (number)		10 000	30 000							
	Not-Young (number)		30 000	90 000							
Outcome 1. Increase poor rural people's benefits from market participation	2.2.6 Households reporting improved physical access to markets, processing and storage facilities							Impact Survey	Baseline; Endline	PMU M&E SP4	Increased market participation will lead to increased productivity. CI 1.2.3 Activities designed in cooperation with AFD and funding identified.
	Households reporting improved physical access to markets (%)		27	80							
	Jóvenes (number)		54 000	160 000							
	Households reporting improved physical access to markets (number)		54 000	160 000							
	The growth in the traffic and businesses visible along the roads, in the markets and ferry landings constructed by the project.										
	increase in roadside businesses (%)		8	25							
	increase in traffic (%)		17	50							
	% of infrastructure sub-projects incorporating climate-adaptive design features							Reports from technical consultant	Annually	MRD and technical consultant	
	sub-projects (%)		13	40							
	% of the productive and market infrastructures still used and sustainable after project yr 6							Survey; M&E records	After mid-term annually	MRD	
Value chain infrastructure (%)		33	100								

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2024)	Cumulative Result (2024)	Cumulative Result % (2024)	Source	Frequency	Responsibility	
	3.2.3 Households reporting a significant reduction in the time spent for collecting water or fuel							Impact Survey	Baseline, endline	PMU M&E SP4	
	Households (number)		6 000	20 000							
	Households (%)		3	10							
	Total household members (number)		24 000	80 000							
Output 1.1 Access Roads: Year-round access roads built in the areas of intervention	2.1.5 Roads constructed, rehabilitated or upgraded							M&E records	Biannually	MPMU M&E SP1	1. Demand-responsive output planning. 2. Appropriate technical standards. 3. Effective operation and maintenance.
	Length of roads (km)		360	565	3.2	3.2	0.566				
Output 1.2 Other value chain infrastructure facilities constructed	2.1.6 Market, processing or storage facilities constructed or rehabilitated							M&E records	Biannually	PMU M&E SP1	1. Demand-responsive output planning. 2. Appropriate technical standards. 3. Effective operation and maintenance.
	Total number of facilities (number)		25	32		1	3.125				
	Market facilities constructed/rehabilitated (number)		15	13		1	7.692				
	Storage facilities constructed/rehabilitated (number)		10	19		0	0				
Outcome 2. Increase poor rural people's productive capacities	Number of rural youth employed							Pre-training and post training tracking of applicants	Annually	PIU M&E SP2	The training adds value to the skills of the youth and enhances their demand in the job market.
	Females (number)		750	2 250							
	Males (number)		750	2 250							
	Young (number)		1 500	4 500							
	employment (number)		1 500	4 500							
Output 2.1.1 Number of rural youth trained in Technical Skills and supported to develop businesses	2.1.2 Persons trained in income-generating activities or business management							Pre-training and post training tracking of applicants	Quarterly	PIU M&E SP2	Economic opportunities exist for people with improved skills.

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2024)	Cumulative Result (2024)	Cumulative Result % (2024)	Source	Frequency	Responsibility	
	Males (number)		1 368	4 104	1 296	2 740	66.764				
	Females (number)		912	2 736	1 300	3 305	120.797				
	Young (number)		2 280	6 840	2 555	5 996	87.661				
	Persons trained in IGAs or BM (total) (number)		2 280	6 840	2 596	6 045	88.377				
Output 2.2.1 Digital Literacy and Adoption of Digital Technology	Number of persons trained in digital literacy							Monitoring of outreach and training activities	Quarterly	PIU M&E TSC SP3	Use of digital technology can increase rural productivity.
	Young (number)		833	2 500							
	Males (number)		833	2 500							
	Females (number)		833	2 500							
	People trained (number)		1 667	5 000							
	Number of persons participating in technology adoption sub-projects							Monitoring of outreach and training activities	Quarterly	PIU M&E TSC SP3	
	Males (number)		833	2 500							
	Females (number)		833	2 500							
	Young (number)		833	2 500							
	people trained (number)		1 667	5 000							
Output 2.2.2 Digital Innovations for the Rural Economy	Number of KAS apps developed for use by agriculture and rural sector and people benefiting from them							M&E and digital platform records	Quarterly	PIU M&E TSC SP5	Use of digital technology can increase rural productivity.
	Applications tested and rolled out with grant funding (number)		2	2							
	Users (number)		5 000	12 500							
	Applications supported by Challenge Fund reaching testing stage (number)		3	10							
	Users (number)			12 500							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2024)	Cumulative Result (2024)	Cumulative Result % (2024)	Source	Frequency	Responsibility	
	KAS Core Platform developed (number)			1							
Output 2.3.1 Feasibility Study on Wholesale Markets	Wholesale markets feasibility study completed							Project reporting	Quarterly	PIU M&E CPS	Improved policy and decision-making leads to increased productivity.
	Studies (number)		1	1							
Output 2.3.2 Policy Guidance Notes	Policy 1 Policy-relevant knowledge products completed							Project reporting	Quarterly	PIU M&E CPS	Improved policy and decision-making leads to increased productivity.
	Number (number)		2	5		6	120				
	Number of multi-stakeholder platform's meetings held										
	... (number)		3	10							

Cambodia

Sustainable Assets for Agriculture Markets, Business and Trade Project

Supervision Report

Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category

Mission Dates: 10/09/2024-08/10/2024

Document Date: 08/11/2024

Project No. 2000002278

Report No. 6835-KH

Asia and the Pacific Division
Programme Management Department

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Supervision report - Mission dates: [\[click here and insert mission dates\]](#)

Appendix 1: Financial: actual financial performance by financier; by component and disbursements by category

Sustainable Assets, Agriculture Markets, Business and Trade
Financial Performance by Financiers - Disbursement

Table 1A: Financial Performance by Financiers as at 31 August 2024

Financiers	Appraisal	Disbursement	Percent Disbursed
IFAD Loan No. 2000003102	53 186 000	27 204 864.67	51.15%
IFAD Grant No. 2000003101	1 200 000	755 372.00	62.95%
EIB Loan	72 342 675	3 291 000.00	4.55%
AIF Grant	14 967 450		0.00%
GoKC	11 300 000	11 091 836.07	98.16%
National Budget/Local Contribution	1 130 000	-	0.00%
Beneficiaries	144 000	-	0.00%
Total	154 270 125	42 343 073	27.45%

Sustainable Assets, Agriculture Markets, Business and Trade
Financial Performance by Financiers by Components as at 31 August 2024

Component	IFAD Loan			IFAD Grant			EIB Loan			EU Grant			GoKC			National Budget/Local Contr.			Beneficiaries			Total		
	Revised allocation	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
1. Value Chain Infrastructure	35 895 839	8 202 302	23%		-		72 342 675	3 239 930	4%	14 967 450	0%	3 900 000	-	0%	1 130 000	-	0%	144 000	0%	128 379 964	11 442 233	8.91%		
2. Skills, Technology and Enterprise	13 883 523	9 992 914	72%	1 200 000	678 931	56.58%														15 083 523	10 671 845	70.75%		
3. Project Management (PMU)	3 406 638	2 364 674	69%									7 400 000	8 989 682	121%						10 806 638	11 354 356	105.07%		
Total	53 186 000	20 559 890	39%	1 200 000	678 931	57%	72 342 675	3 239 930	4%	14 967 450	0%	11 300 000	8 989 682	80%	1 130 000	-	0%	144 000	-	154 270 125	33 468 434	21.69%		

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Table-1C IFAD Loan Disbursement as of 31 August 2024

Category	Original Allocation	Revised Allocation	Disbursement	W/A Pending	Balance	Percent Disbursed
Initial/Advance to DA			11 341 038	8 559 000	(11 341 038)	
Civil Works	29 350 000	31 476 000	848 510	-	30 627 490	3%
Consulting Services	9 561 000	11 334 500	7 907 738	-	3 426 762	70%
Training	7 863 000	9 075 500	7 030 502	-	2 044 998	77%
Grant and Subsidies	975 000	400 000	77 077	-	322 923	19%
Unallocated	5 437 000	900 000	-	-	900 000	0%
Total	53 186 000	53 186 000	27 204 865	8 559 000	25 981 135	51%

Table-1C IFAD Grant Disbursement as of 31 August 2024

Category	Original Allocation	Revised Allocation	Disbursement	W/A Pending	Balance	Percent Disbursed
Initial/Advance to DA			246 765	-	(246 765)	
Consulting Services	1 200 000	1 080 000	508 607	-	571 393	47%
Training	-	120 000	-	-	120 000	0%
Total	1 200 000	1 200 000	755 372	-	444 628	63%

Cambodia

Sustainable Assets for Agriculture Markets, Business and Trade Project Supervision Report

Appendix 2: Physical progress measured against AWP&B

Mission Dates: 10/09/2024-08/10/2024

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Programme Management Department

Appendix 2: Physical progress measured against AWP&B

Component/Outcome		Indicator	Period: from 01 Jan to 31 Aug 2024				Cumulative	Appraisal	
			Unit	AWP&B	Actual	%	Actual	Target	%
Sub-component or Output									
Component 1 /Outcome									
<i>Sub-component / Output 1.1</i>	Rural roads with DBST or concrete pavement	km	299.347	300.19	100.28%	300.19	565	53.13%	
	Improvements to rural markets	unit	6	3	50%	3	13	23%	
<i>Sub-component / Output 1.2</i>	Collection points,	unit	5	3	60%	3	9	33%	
	Ferry landing facilities	Unit	4	2	50%	2	10	20%	
<i>Sub-component / Consultant</i>	SP1 contract signed	Month	12	8	67%	30	44	68%	
	SP4 Contract review	Unit	0						
Component 2 / Outcome									
	Number of rural youths productively employed	Persons	2,961	3434	116%	5,068	4,500	113%	
	Number of rural youths completed training in technical skills (Round 2)	Persons	4,230	4054	96%	6,045	6,840	88%	
<i>Sub-component 2.1: Skills for Rural Youth</i>	Number of rural youths trained in technical skills training (Round 3)	Persons	843	0	0%	6,349	6,840	93%	
	Number of youths were trained on setting up and running basic online business	Persons	NA	NA	NA	525	500	105%	
	Number of persons trained in digital literacy and assisted to adopt existing digital technology (50% female)	Persons	1500	1140	76%	4,242	5,000	85%	
<i>Sub-component 2.1: Technology and Enterprise for Rural Youth</i>	Number of persons participating in technology adoption sub-projects (50% female)	Persons	1500	0	0%	3,003	5,000	60%	
	KAS Core Platform developed	Platform	0.22	0	0%	0.66	1	66%	
	KAS key applications developed	Apps	2	0	0%	0	2	0%	
	Users of KAS key applications	Apps	4000	919	23%	6,481	12,500	52%	

Component/Outcome	Indicator	Period: from 01 Jan to 31 Aug 2024				Cumulative	Appraisal	
		Unit	AWP&B	Actual	%	Actual	Target	%
<i>Sub-component or Output</i>								
	Applications supported by Challenge Fund	Users	5	5	100%	9	10	90%
	Users of Challenge Fund applications	Users	4000	2,753	69%	3,682	12,500	29%
<i>Sub-Component 2.3: Strategic Studies, Policy Research and Programme Development</i>	Feasibility study on wholesale markets	Study	NA	NA	NA	1	1	100%
	Policy-related knowledge products	briefs	5	9	180%	9	5	180%
	Number of multi-stakeholder platform's meetings held	Meetings	5	1	20%	7	10	70%
Component 3 / Outcome								
	CATEGORY II - CONSULTANCIES - MRD- PMU of COM 3				56.00%			79.00%
<i>Sub-component 3.1: Project Management, MRD-PMU</i>	CATEGORY III - TRAINING/MSP of COM 3.1- PMU				89.00%			79.00%
	CATEGORY V - GOODS of SUB COM 3.1, MRD-PMU							100.00%
	CATEGORY VI - Operating Cost of SUB COM 3.1 (MRD-PMU)				139.00%			79.00%
<i>Sub-component 3.2: Project Management, MEF-PIU</i>	CATEGORY II - CONSULTANCIES (MEF-PIU) of SUB COM 3.2 (MEF-PIU)				90.00%			79.00%
	CATEGORY V - GOODS of COM 2							75.00%
	CATEGORY VI - Operating Cost (MEF-PIU) of COM 3.2				53.00%			79.00%

Cambodia

Sustainable Assets for Agriculture Markets, Business and Trade Project Supervision Report

Appendix 3: Compliance with legal covenants: status of implementation

Mission Dates: 10/09/2024-08/10/2024

Document Date: 08/11/2024

Project No. 2000002278

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Appendix 3: Compliance with legal covenants: status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section B Paragraph 7	<p>There shall be three bank accounts denominated in USD (referred to as the "Designated Accounts") opened by the Borrower/Recipient, in the National Bank of Cambodia, through which the proceeds of the Financing shall be further transferred to the three Project Accounts opened in a commercial bank in United States Dollars respectively:</p> <p>(a) One will be opened and maintained by the Ministry of Rural Development (MRD) to implement the Component One;</p> <p>(b) Two will be opened and maintained by the Ministry of Economy and Finance Project Implementation Unit (MEF-PIU) to implement Component Two, one for the Loan and one for the Grant.</p>		Complied	
Section B Paragraph 8	<p>The Borrower/Recipient shall inform the Fund of the officials authorized to operate the Designated Accounts. One Counterpart Fund account shall be opened in the National Bank of Cambodia for Government Counterpart Funds. Two sub-accounts shall be opened and maintained by MEF-PIU and MRD respectively, (referred as the "Royal Government of Cambodia (RGC) Counterpart Account") in commercial banks to receive the counterpart funds from the Counterpart Fund account. The counterpart contribution shall be segregated from IFAD resources.</p>		Complied	
Section B Paragraph 9	<p>The Borrower/Recipient shall provide counterpart financing for the Project in the amount of approximately eleven million three hundred thousand United States Dollars (USD 11 300 000). The counterpart financing provided by the Borrower/Recipient shall include works (approximately USD 3.9 million), equipment and material (approximately USD 3.7 million), and operation and maintenance costs including taxes (approximately USD 3.7 million). The Project beneficiaries will contribute approximately USD 0.14 million as in-kind contribution to the infrastructure.</p>		Being Complied	Continuing action
Section C Paragraph 3	<p>A Mid-Term Review will be conducted as specified in Section 8.03 (b) and (c) of the General Conditions; however, the Parties may agree on a different date for the Mid-Term Review of the implementation of the Project.</p>		Complied	
Section E Paragraph 1	<p>The following are designated as additional conditions precedent to withdrawal:</p> <p>(a) The MRD Project Management Unit (PMU), Ministry of Economy and Finance Project Implementation Unit (MEF-PIU) and the Country Programme Steering Committee (CPSC) shall have been duly established and staffed in accordance with Section II, Schedule 1 to this Agreement;</p> <p>(b) The Project key staff, including a Project director and a Finance Officer at MRD, acceptable to the Fund shall have been duly appointed;</p> <p>(c) A computerized accounting system acceptable to the Fund shall have been identified at PMU;</p>		Complied	

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
	(d) A Project Implementation Manual (PIM) shall have been prepared in form and substance satisfactory to the Fund.			
Schedule 3 Special Covenants	In accordance with Section 12.0l(a)(xxiii) of the General Conditions, the Fund may suspend, in whole or in part, the right of the Borrower/Recipient to request withdrawals from the Loan and Grant Account if the Borrower/Recipient has defaulted in the performance of any covenant set forth below, and the Fund has determined that such default has had, or is likely to have, a material adverse effect on the Project:		Being Complied	Continuing actions
	<ol style="list-style-type: none"> 1. Within 6 months of entry into force of the Financing Agreement, the Project will identify a customize accounting software as it is the practice in IFAD on-going supported projects, to satisfy International Accounting Standards and IFAD's requirements. 2. Within six (6) months of entry into force of the Financing Agreement, the MEF PIU will enter into Memorandum of Understandings (MoU) with TSC and CPS that will structure the collaboration, define roles, responsibilities and duties with regards to implementation, financial management, accounting and reporting. 3. <i>Planning, Monitoring and Evaluation.</i> The Borrower/Recipient shall ensure that a Planning, Monitoring and Evaluation (PM&E) system shall be established within twelve (12) months from the date of entry into force of this Agreement. 4. <i>Indigenous People (IPs) Concerns.</i> The Borrower/Recipient shall ensure that the concerns of IPs are given due consideration in implementing the Project and, to this end, shall ensure that: (a) the Project is carried out in accordance with the applicable provisions of the relevant IP national legislation (b) indigenous people are adequately and fairly represented in all local planning for Project activities; (c) IP rights are duly respected; (d) IP communities, participate in policy dialogue and local governance; (e) The terms of Declarations, Covenants and/or Conventions ratified by the Borrower/ Recipient on the subject are respected; (f) The Project will not involve encroachment on traditional territories used or occupied by indigenous communities. 5. <i>Land tenure security.</i> The Borrower/Recipient shall ensure that the land acquisition process has already been completed and that compensation processes were consistent with the Standard Operating Procedure (SOP) for land acquisition and resettlement which includes the free prior and informed consent principles. 6. <i>Compliance with the Social Environmental and Climate Assessment Procedures (SECAP).</i> The Borrower/Recipient shall ensure that the Project will be implemented in compliance with IFAD's SECAP. <i>Environment and Social Safeguards.</i> The Borrower/Recipient shall ensure that: (a) all Project activities are implemented in strict conformity with the Borrower/Recipient's relevant laws/regulations; (b) all Project activities give special consideration to the participation and practices of ethnic minority population in compliance with IFAD's <i>Policy on Indigenous Peoples</i> (2009), as appropriate; (c) proposals for civil works include confirmation that no involuntary land acquisition or resettlement is required under the Project. In the event of unforeseen land acquisition or involuntary resettlement under the Project, the Borrower/Recipient shall immediately inform the Fund and prepare the necessary planning documents; (d) women and 			

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
	<p>men shall be paid equal remuneration for work of equal value under the Project; (e) recourse to child labour is not made under the Project; (f) the measures included in the Gender Action Plan prepared for the Project are undertaken, and the resources needed for the implementation are made available, in a timely manner; and (g) all necessary and appropriate measures to implement the Gender Action Plan to ensure that women can participate and benefit equitably under the Project are duly taken.</p> <p>7. <i>Anticorruption Measures.</i> The Borrower/Recipient shall comply with IFAD's Policy on Preventing Fraud and Corruption in its Activities and Operations.</p>			
GC 4.02 Withdrawals from the Loan and Grant Accounts	(b) No withdrawal shall be made from the Loan and/or Grant Accounts until the first AWPB has been approved by the Fund and the Fund has determined that all other conditions specified in the Financing Agreement as additional general conditions precedent to withdrawal have been fulfilled. The Financing Agreement may also establish additional specific conditions precedent to withdrawal applicable to particular categories or activities. Withdrawals to meet the costs of starting up the Project may be made from the date of entry into force of the Agreement, subject to any limits established in the Financing Agreement.		Complied	
GC 4.03 Applications for Withdrawal	<p>(a) When the Borrower/Recipient wishes to request a withdrawal from the Loan and/or Grant Accounts, the Borrower/Recipient shall deliver to the Fund an application in the form specified therefor by the Fund, together with such documents and other evidence in support of such application as the Fund shall reasonably request.</p> <p>(b) The Borrower/Recipient shall furnish to the Fund satisfactory evidence of the authority of the person or persons authorized to sign such applications and the authenticated specimen signature of each such person.</p> <p>(c) Each such application, and the accompanying documents and other evidence, must be sufficient to satisfy the Fund that the Borrower/Recipient is entitled to such withdrawal.</p>		Being Complied	Continuing actions
GC 4.07 Eligible Expenditures	<p>(a) The Financing shall be used exclusively to finance expenditures meeting each of the following eligibility requirements:</p> <p>(i) The expenditure shall meet the reasonable cost of goods, works and services required for the Project and covered by the relevant AWPB and procured in conformity with the Fund's Procurement Guidelines.</p> <p>(ii) The expenditure shall be incurred during the Project Implementation Period, except that expenditures to meet the costs of winding up the Project may be incurred after the Project Completion Date and before the Financing Closing Date.</p> <p>(iii) The expenditure shall be incurred by a Project Party.</p> <p>(iv) If the Agreement allocates the amount of the Financing to categories of Eligible Expenditures and specifies the percentages of such Eligible Expenditures to be financed by the Financing, the expenditure must relate to a category whose allocation has not been depleted, and shall be eligible only up to the percentage applicable to such category.</p>		Being Complied	Continuing actions

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
	(v) The expenditure shall be otherwise eligible in accordance with the terms of the Financing Agreement.			
GC 4.08 Refund of Withdrawals	<p>If the Fund determines that any amount withdrawn from the Loan and/or Grant Accounts was used to finance an expenditure other than an Eligible Expenditure or will not be needed thereafter to finance Eligible Expenditures, the Borrower/Recipient shall promptly refund such amount to the Fund upon instruction by the Fund.</p> <p>Except as the Fund shall otherwise agree, such refund shall be made in the currency used by the Fund to disburse such withdrawal. The Fund shall credit the Loan and/or Grant Accounts with the amount so refunded.</p>		N/A	Not required so far as no ineligible expenditures were determined as of the MTR mission.
GC 7.01 Project Implementation	<p>(a) The Borrower and each of the Project Parties shall carry out the Project: (i) with due diligence and efficiency; (ii) in conformity with appropriate administrative, engineering, financial, economic, operational, environmental and agricultural development practices (including rural development practices) and good governance; (iii) in accordance with plans, design standards, specifications, procurement and work schedules and construction methods agreed by the Borrower/Recipient and the Fund; (iv) in accordance with the provisions of the relevant Agreement, the AWPBs, and the Procurement Plan; (v) in accordance with the policies, criteria and regulations relating to agricultural development financing laid down from time to time by the Governing Council and Executive Board of the Fund; and (vi) so as to ensure the sustainability of its achievements over time.</p> <p>(b) (i) Projects shall be implemented on the basis of an Annual Workplan and Budget (AWPB). The Lead Project Agency shall prepare a draft Project AWPB for each Project based, to the extent appropriate, on the draft AWPBs prepared by the various Project Parties. Each draft Project AWPB shall include, among other things, a detailed description of planned Project activities during the coming Project Year, a Procurement Plan, and the sources and uses of funds. (ii) Before each Project Year, the Lead Project Agency shall, if required, submit the draft Project AWPB to the oversight body designated by the Borrower/Recipient for its review. When so reviewed, the Lead Project Agency shall submit the draft Project AWPB to the Fund for comments no later than sixty (60) days before the beginning of the relevant Project Year. If the Fund does not comment on the draft Project AWPB within thirty (30) days of receipt, the AWPB shall be deemed acceptable to the Fund. (iii) The Lead Project Agency shall adopt the Project AWPB in the form accepted by the Fund. (iv) The Lead Project Agency may propose adjustments in the Project AWPB during the relevant Project Year, which shall become effective after acceptance by the Fund.</p>		Being partially Complied	Draft AWPB must be submitted to IFAD 60 days before the start of relevant FY
GC 7.02 Availability of Financing Proceeds	(a) The Borrower/Recipient shall make the proceeds of the Financing available to the Project Parties upon terms and conditions specified in the Financing Agreement or otherwise approved by the Fund for the purpose of carrying out the Project.		Being Complied	Continuing action
GC 7.03	In addition to the proceeds of the Financing, the Borrower/Recipient shall make available to the Project Parties such funds, facilities, services and other resources as may be required to carry out the Project in accordance with Section 7.01		Being Complied	Continuing action

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Availability of Additional Resources				
GC 7.04 Coordination of Activities	In order to ensure that the Project is carried out in accordance with Section 7.01, the Borrower/Recipient shall ensure that the relevant activities of its ministries, departments and agencies, and those of each Project Party, are conducted and coordinated in accordance with sound administrative policies and procedures.		Being Complied	Continuing action
GC 7.05 Procurement	(a) Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the provisions of the Borrower/Recipient's procurement regulations, to the extent such are consistent with the IFAD Procurement Guidelines. Each Procurement Plan shall identify procedures which must be implemented by the Borrower/Recipient in order to ensure consistency with the IFAD Procurement Guidelines. (b) By notice to the Borrower/Recipient, the Fund may require that all bidding documents and contracts for procurement of goods, works and services financed by the Financing include provisions requiring bidders, suppliers, contractors, sub-contractors and consultants to: (i) Allow full inspection by the Fund of all bid documentation and related records; (ii) Maintain all documents and records related to the bid or contract for three years after completion of the bid or contract; and (iii) Cooperate with agents or representatives of the Fund carrying out an audit or investigation.		Being Complied	Continuing actions
GC 7.06 Fraud and Corruption	The Borrower/Recipient and the Project Parties shall ensure that the Project is carried out in accordance with the provisions of the IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations, as may be amended from time to time. The Fund may take appropriate measures in line with such Policy.		Being Complied	Continuing action
GC 7.07 Sexual Harassment, Sexual Exploitation and Abuse	The Borrower/Recipient and the Project Parties shall ensure that the Project is carried out in accordance with the provisions of the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, as may be amended from time to time. The Fund may take appropriate measures in line with such Policy.		Being Complied	Continuing action
GC 7.08 Use of Goods and Services	All goods, services and buildings financed by the Financing shall be used exclusively for the purposes of the Project.		Being Complied	Continuing action
GC 7.09 Maintenance	The Borrower/Recipient shall ensure that all facilities and civil works used in connection with the Project shall at all times be properly operated and maintained and that all necessary repairs of such facilities shall be made promptly as needed.		Being Complied	Continuing action
GC 7.13 Key Project Personnel	The Borrower/Recipient or the Lead Project Agency shall appoint the Project Director and all other key Project personnel in the manner specified in the Agreement or otherwise approved by the Fund. All key Project personnel shall have qualifications and experience specified in the Agreement or otherwise approved by the Fund. The borrower/Recipient shall exercise best efforts to ensure continuity in key Project personnel throughout the Project Implementation Period. The borrower/Recipient or the Lead Project Agency shall		Complied	

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
GC 7.14 Project Parties	<p>insure key Project personnel against health and accident risks to the extent consistent with sound commercial practice or its customary practice in respect of its national civil service, whichever is appropriate.</p> <p>Each Project Party shall, as required to carry out the Project in accordance with Section 7.01:</p> <p>(a) promptly take all necessary or appropriate action to maintain its corporate existence and to acquire, maintain and renew its rights, properties, powers, privileges and franchises;</p> <p>(b) employ competent and experienced management and personnel;</p> <p>(c) operate, maintain and replace its plant, equipment and other properties; and</p> <p>(d) not sell, lease or otherwise dispose of any of the Project's assets, except in the normal course of business or as agreed by the Fund.</p>		Being Complied	Continuing actions
GC 7.15 Allocation of Project Resources	The Borrower/Recipient and the Project Parties shall ensure that the resources and benefits of the Project, to the fullest extent practicable, are allocated among the Target Population using gender disaggregated methods.		Being Complied	Continuing action
GC 7.18 Project Completion	The Borrower/Recipient shall ensure that the Project Parties complete the implementation of the Project by the Project Completion Date. The Fund and the Borrower/Recipient shall agree on the disposition of the assets of the Project upon its completion		Not yet due	
GC 8.01 Implementation Records	The Borrower/Recipient shall ensure that the Project Parties maintain records and documents adequate to reflect their operations in implementing the Project (including, but not limited to, copies or originals of all correspondence, minutes of meetings and all documents relating to procurement) until the Project Completion Date, and shall retain such records and documents for at least ten (10) years thereafter.		Being Complied	Continuing action
GC 8.02 Monitoring of Project Implementation	<p>The Lead Project Agency shall:</p> <p>(a) establish and thereafter maintain an appropriate information management system in accordance with the Fund's operational guidelines and Results Measurement Framework;</p> <p>(b) during the Project Implementation Period, gather all data and other relevant information (including any and all information requested by the Fund necessary to monitor the progress of the implementation of the Project and the achievement of its objectives; and</p> <p>(c) during the Project Implementation Period and for at least ten (10) years thereafter, adequately store such information, and promptly upon request, make such information available to the Fund and its representatives and agents.</p>		Being Complied	Continuing actions
GC 8.03 Progress Report and Mid-Term Reviews	(a) The Lead Project Agency, or other party so designated in the relevant Agreement, shall furnish to the Fund periodic progress reports on the Project, in such form and substance as the Fund shall reasonably request. At a minimum such reports shall address (i) quantitative and qualitative progress made in implementing the Project and achieving its objectives, (ii) problems encountered during the reporting period, (iii) steps taken or proposed to be taken to remedy these problems, and		Being complied	

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
	<p>(iv) the proposed programme of activities and the progress expected during the following reporting period.</p> <p>(b) If specified in an Agreement, the Lead Project Agency and the Fund shall jointly carry out a review of Project implementation no later than the midpoint of the Project Implementation Period (the "Mid-Term Review") based on terms of reference prepared by the Lead Project Agency and approved by the Fund. Among other things, the Mid-Term Review shall consider the achievement of Project objectives and the constraints thereon, and recommend such reorientation as may be required to achieve such objectives and remove such constraints.</p> <p>(c) The Borrower/Recipient shall ensure that the recommendations resulting from the Mid-Term Review are implemented within the specified time therefor and to the satisfaction of the Fund. Such recommendations may result in modifications to the Agreement or cancellation of the Financing.</p>			
GC 8.04 Completion Report	As promptly as possible after the Project Completion Date but in any event no later than the Financing Closing Date, the Borrower/Recipient shall furnish to the Fund a report on the overall implementation of the Project, in such form and substance as may be specified in the Financing Agreement or as the Fund shall reasonably request. At a minimum such report shall address (i) the costs and benefits of the Project, (ii) the achievement of its objectives, (iii) the performance by the Borrower/Recipient, the Project Parties, the Fund of their respective obligations under the Agreement, and (iv) lessons learned from the foregoing		Not yet due	
GC 8.06 Other Implementation Reports and Information	<p>In addition to the reports and information required by the foregoing provisions of this Article:</p> <p>(a) The Borrower/Recipient and the Project Parties shall promptly furnish to the Fund such other reports and information as the Fund shall reasonably request on any matter relating to the Project or any Project Party.</p> <p>(b) The Borrower/Recipient and the Project Parties shall promptly inform the Fund of any condition that interferes with, or threatens to interfere with, the implementation of the Project or the achievement of its objectives. In particular, the Borrower/Recipient and the Project Parties shall promptly notify the Fund of any allegations of fraud and/or corruption that are received in relation to any of the Project activities.</p> <p>(c) The Borrower/Recipient and the Project Parties shall promptly inform the Fund of any non-compliance with the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse.</p>		Being Complied	Continuing actions
GC 9.01 Financial Records	The Project Parties shall maintain separate accounts and records in accordance with consistently maintained appropriate accounting practices adequate to reflect the operations, resources and expenditures related to the Project until the Financing Closing Date, and shall retain such accounts and records for at least ten (10) years thereafter.		Being Complied	Continuing action
GC 9.02 Financial Statements	The Borrower/Recipient shall deliver to the Fund detailed financial statements of the operations, resources and expenditures related to the Project for each Fiscal Year prepared in accordance with standards and	Within 4 months after end of each FY	Being Complied	FY2023 project financial statements were

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
	procedures acceptable to the fund and deliver such financial statements to the Fund within four (4) months of the end of each Fiscal Year.			not submitted before April 30, 2024
GC 9.03 Audit of Accounts	The Borrower/Recipient shall: (a) each Fiscal Year, have the accounts relating to the Project audited in accordance with auditing standards acceptable to the Fund and the IFAD Guidelines on Project Audits by independent auditors acceptable to the Fund; (b) within six (6) months of the end of each Fiscal Year, furnish to the Fund a certified copy of the audit report. The borrower/Recipient shall submit to the Fund the reply to the management letter of the auditors within one month of receipt thereof; (c) If the Borrower/Recipient does not timely furnish any required audit report in satisfactory form and the Fund determines that the Borrower/Recipient is unlikely to do so within a reasonable period, the Fund may engage independent auditor of its choice to audit the accounts relating to the Project. The Fund may finance the cost of such audit by withdrawal from the Loan and/or Grant Accounts.	Within 6 months of the end of each FY	Being Complied	FY2021 audit report submitted in July 2023; FY2022 audit report was submitted before June 30, 2023. FY 2023 audit report was submitted on June 28, 2024.
GC 9.04 Other Financial Reports and Information	In addition to the reports and information required by the foregoing provisions of this Article: (a) The Borrower/Recipient and the Project Parties shall promptly furnish to the Fund such other reports and information as the Fund shall reasonably request on any financial matter relating to the Financing or the Project or any Project Party. (b) The Borrower/Recipient and the Guarantor shall promptly inform the Fund of any condition that interferes with, or threatens to interfere with, the maintenance of loan service Payments. (c) The Project Member State shall promptly furnish to the Fund all information that the Fund may reasonably request with respect to financial and economic condition in its territory, including its balance of payments and its external debt.		Being Complied	Continuing actions
GC 10.01 Cooperation, Generally	The Fund, the Cooperating Institution and each Project Party shall cooperate fully to ensure that the objectives of the Project are achieved.		Being Complied	Continuing action
GC 10.02 Exchange of Views	The Fund, the Borrower/Recipient and the Lead Project Agency shall, from time to time at the request of any one of them, exchange views on the Project, the Financing, or any Project Party.		Being Complied	Continuing action
GC 10.03 Visits, Inspections and Enquiries	The Borrower/Recipient and the Project Parties shall enable agents and representatives of the Fund from time to time to: (a) visit and inspect the Project, including any and all sites, works, equipment and other goods used for Project-related purposes; (b) examine the originals and take copies of any data, accounts, records and documents relevant to the Financing, the Project, or any Project Party; and		Being Complied	Continuing action

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
	(c) visit, communicate with and make enquiries of all Project personnel and any staff member of any Project Party.			
GC 10.4 Audits Initiated by the Fund	The Borrower/Recipient and the Project Parties shall permit auditors designated by the Fund to audit the records and accounts relating to the Project. The Borrower/Recipient and the Project Parties shall cooperate fully with any such audit and accord the auditors the full rights and privileges of agents or representatives of the Fund under Section 10.03. With the exception of audits carried out in accordance with Section 9.03(c), the Fund shall bear the cost of such audits.		N/A	Not being required so far
GC 10.05 Evaluation of the Project	(a) The Borrower/Recipient and each Project Party shall facilitate all evaluations and reviews of the Project that the Fund may carry out during the Project Implementation Period and for ten (10) years thereafter. (b) As used in this Section, the term “facilitate”, in addition to full compliance with Articles VII, IX and this Article X in respect of such evaluations and reviews, includes providing timely logistical support by making available Project personnel and equipment and promptly taking such other action as the Fund may request in connection with such evaluations and reviews, but does not include incurring out of pocket expenses.		Being Complied	Continuing action
GC 10.06 Country Portfolio Reviews	The Project Member State shall permit the agents and representatives of the Fund, in consultation with the Project Member State, to enter its territory from time to time to exchange views with such persons, visit such sites, and examine such data, records and documents as the Fund may reasonably request in order to carry out a general review of all projects and programmes financed, in whole or in part, by the Fund in its territory and all financing extended by the Fund to the Project Member State. The Project Member State shall ensure that all concerned parties cooperate fully in such review.		Being Complied	Continuing action

Cambodia

Sustainable Assets for Agriculture Markets, Business and Trade Project Supervision Report

Appendix 4: Technical background analysis

Mission Dates: 10/09/2024-08/10/2024

Document Date: 08/11/2024

Project No. 2000002278

Report No. 6835-KH

Asia and the Pacific Division
Programme Management Department

Appendix 4A: Implications of a Potential Extension for Component 1

Background

180. The Mission has confirmed that it is not possible to complete the full planned programme of infrastructure works planned for Component 1, by the Project Completion Date (PCD, for the IFAD loan financing) which is 30th September 2025. On current projections, completion of all works packages financed by IFAD will occur in Q1 2026. Full completion of works financed by the EIB loan and EU-AIF grant will require until Q4 of 2026.

181. EUB/EU financing is through a separate Finance Contract with GoKC and is not formally linked to IFAD financing. However, the two instruments are not fully separate. Important interdependencies include the joint financing of engineering services (the SP1 service provider) and IFAD financing of project management costs of the PMU. The project has a single logframe that does not distinguish between results of IFAD and EIB/EU financing, so full achievement of targets depends on both.

182. MRD as Executing Agency has indicated its preference for a no-cost extension which would allow full completion of currently planned works under Component 1, and (potentially) full expenditure of the funds allocated for works which would require some additional outputs. MEF as Borrower's Representative has indicated a willingness to consider a business case for extension, to be submitted by MRD. Subject to the business case demonstrating compliance with GoKC standard criteria for project extensions, MEF will submit a formal Borrower Request to IFAD for extension, and will initiate discussions with EIB for the same purpose.

183. This technical annex has the purpose of (1) summarising the key relevant facts necessary to evaluate a request for an extension; (2) evaluating the economic impact of extension based on available project cost-benefit analysis; (3) evaluating the risk that further delays could prevent completion within the extension period; and (4) identifying key issues that must be addressed in any proposal for extension.

Impact of Extension on Project Achievement

184. The project finance allocation for Component 1 is USD 128,379,964, comprising USD 35,895,839 of IFAD loan funds and 87,310,125 of EIB/EU funds (approximate, based on USD / EUR conversion rate), USD 3,900,000 of Government contribution and USD 1,130 of beneficiary contributions in kind. This allocation amounts to 83% of total project finance and is applied to achieving logframe targets (adjusted at MTR of 565km of roads (all except 1.57km to be hard-paved with reinforced concrete and / or double bituminous surface treatment, referred to as DBST); plus 32 other market infrastructure facilities which are river landings, market improvements and produce collecting points. The project has a total outreach target of 200,000 households which is expected to be made up primarily of beneficiaries of the infrastructure, some, but not all of whom will also be among approximately 30,000 – 40,000 beneficiaries of Component 2 activities.

185. A full list of 37 works contracts is appended to this Annex (Table 3). Projected physical outputs are 537km of road and 15 other facilities. The shortfall arises because the number of non-road facilities proposed was less than projected, and some proposed sub-projects (both road and non-road) were found to be ineligible or otherwise unsuitable at the feasibility study stage. The total value of all works contracts (actual values for signed contracts and estimated for those in preparation) is USD 112 million. Total outreach calculated by the project for the planned works is 200,056 households.

186. Based on figures presented to the Mission, all works contracts in Phase 1 of the project are either complete or in progress with completion expected by PCD. The first package in Phase 2, Package 5A, (EIB/EU financing) is also in progress and with projected completion before PCD. Package 5B (IFAD) is at the procurement committee review stage with contract signing projected for late October 2024; however, with an implementation period of 12 months, projected completion of works would be after PCD. Bidding for package 6A (EIB/EU) has been announced, and tender documents for package 6B

(IFAD) have received NOL. Packages 7 and 8 (EIB/EU) are still in preparation and will be ready for bid announcement in Q4 2024.

187. The following table show projected expenditures, physical achievement and outreach in two scenarios, first, if works packages that have completion dates after PCD are cancelled; and second, if all currently planned works packages are completed.

Table 1: Projected Achievement Without and With Extension

Indicator	By PCD	Total (with extension)
Km of Road	280.49	536.93
Other Facilities	8	15
Expenditure	\$57,295,296.84	\$112,007,730.37
Outreach (hh)	140,357	200,056

188. Therefore, cancellation of the works packages that are projected to be incomplete by PCD would reduce physical outputs by about 46% of the target, and outreach by about 30% of the target.

189. Economic Benefits of Extension

190. The project cost-benefit analysis (CBA) updated at MTR estimated an overall Economic Internal Rate of Return (EIRR) for the project of 10.9%, with an economic net present value (ENPV) of USD 4.74 million calculated at discount rate of 10%. The positive ENPV of the project depends on the assumption of full implementation of the infrastructure sub-projects, with EIRR of 15% - 20% estimated for the individual sub-projects (excluding overhead costs).

191. CBA prepared by the SP1 for each road sub-project results in a somewhat higher estimate of net benefits. For 57 road sub-projects in packages 1 – 6, the average EIRR, weighted by sub-project cost, is 39%. The total ENPV of these sub-projects was estimated at USD 258 million. A summary of the CBA reported by SP1 is appended as Table 4.

192. Although there is a significant difference between these two independent analyses, reflecting differences in assumptions and methodology, both analyses are in agreement that the SAAMBAT infrastructure works have a strongly positive ENPV and a significantly higher EIRR than the project as a whole. Considering that significant costs preparation and design costs, and project overhead costs, have been expended already, it appears that cancellation of the remaining works packages would incur a significant economic loss. If these package are cancelled, it seems likely that the ENPV for the project as a whole would become negative.

Table 2: Summary of CBA results for Road Sub-Projects

Indicator	Packages*	
	1 - 6	5B, 6A & 6B
Total Economic Cost	75.14	19.48
Total NPV	258.15	50.5
Weighted Average B/C	4.99	4.05
Weighted Average EIRR	39%	36%
<i>*CBA for packages 7 and 8 is not yet available</i>		

Confidence of Completing Works within Extension Period

193. Analysis of the expected benefits of extending the project to permit completion of the works programme rests on the assumption that works will be fully completed within the extension period. This assumption rests on the reliability of current projections, prepared by PMU and the SP1, for the time required to complete procurement and implementation of each works package. If further unexpected delays were to occur, the situation could arise where works would be left uncompleted despite an extension.

194. The major delays in implementation of SAAMBAT occurred in the first three years of the project, 2019 -2022. The COVID pandemic, which severely restricted project implementation activities, was a major contributory cause. A second factor was the time required to finalise agreements for EIB/EU financing and to integrate this financing into the project design; in fact, the first disbursement of EIB/EU funds did not occur until Q1 2024. Third, serious delays occurred in procurement of the SP1 service provider, which did not mobilise until March 2022.

195. Since full mobilisation of the SP1, implementation of the works programme has proceeded at a pace comparable with other similar infrastructure projects, and has accelerated notably as working systems were established and PMU capacity continued to improve. However, there were also significant delays related to three changes of SP1 team leader and in completion of feasibility studies and environmental and social safeguards requirements to the satisfaction of IFAD and EIB. Most recently, approval of FSR/E&S for Package 6B required several months and repeated iterations of comments from IFAD.

196. The procurement process, from bid announcement to contract signing, requires about five months. There have been no cases of major unexpected delays in the process (for example, failure to attract sufficient eligible bids). The projected completion dates prepared by PMU and SP1 take account of the time needed for procurement.

197. Works package 1B, which was the first package for which contracts were signed, experienced implementation delays resulting in the initial 9-month implementation period (which included a full wet season) being extended to 12 months. All other works packages in Phase 1 are considered to be on track for completion within the time allowed (actual completion reaching 32.8% against 33.2% scheduled as of 31st August 2024, with the largest deviation for an individual contract being 12% behind schedule.

198. Given that preparation and design work is nearly complete, the risks of further major delays relate only to the procurement and construction stages. The project has not encountered major delays in these stages to date. The minimum extension period that would allow time for completion of IFAD funded works would be six months, but this would entail some significant risk of further delays impacting the project. A one-year extension appears sufficient for IFAD funded works to be completed with a high degree of confidence. EIB/EU works will take longer to complete, with an extension at least until end 2026 being prudent if this option is chosen.

Key Issues to be Addressed in Proposal for Extension

199. Evaluation of any proposed extension of the project will need to ensure that suitable arrangements are in place, at least, for supervision of works during the extension period, and for project management costs. Coordination between IFAD and EIB/EU extensions is essential.

200. The SP1 contract end date is 30th September 2025, i.e. the current PCD. However, SP1 estimate that the staff-months remaining in the time-based contract are insufficient to meet requirements for supervision of the remaining works packages. In addition to supervision of the works, SP1 have a number of other TOR tasks to complete, including conducting ex-post traffic counts on project roads, final site inspection and reporting etc. SP1 is preparing a work plan for supervision and advance indication is that this will include a request for an further USD 1.8 million in staff time (additional to the current USD 6.91 M contract value).

201. PMU have indicated their preference to take over supervision responsibilities from SP1, using directly contracted consultants. MEF has indicated that they support this proposal in principle. PMU capacity to take on this task will be enhanced by the engagement of an experienced senior engineer as Project Management Adviser, which is expected to be finalised shortly. However, this takeover of responsibility must be backed by a well-developed work plan taking account of the following:

- (a) Timing of handover. It will be very undesirable for a change in supervision responsibilities to occur mid-way through implementation of any works contract, so the work plan should identify packages for which PMU will take full responsibility, and contracts to be supervised to completion by SP1;

- (b) Time required for recruitment of supervision engineers. This will need to include time needed to add the supervision budget to the AWPB. If recruitment cannot begin until AWPB 2025 is approved (and considering that AWPB approval has typically occurred several months after the start of the year) this may be too late. However, MEF has indicated that they would allow PMU to begin recruitment in advance of AWPB 2025 approval;
- (c) Ensure that there is sufficient capacity for all tasks to be taken over from SP1, including ex-post traffic counts etc;
- (d) Clear agreement on financing of the supervision costs. SP1 is currently financed from the EIB/EU funding, with IFAD agreed contribution to the cost having been fully expended. Government would need to reach agreement with IFAD and EIB on how costs will be shared.

202. **Project management costs** in PMU are financed by IFAD and have already exceeded the original cost allocation for this purpose. Government should reach agreement with IFAD and EIB on what costs are justified, and how these costs will be financed, during the extension period. This should take account of the possibility that EIB/EU financed works will continue after closing of the IFAD loan.

203. PMU project a budget surplus for the infrastructure programme, resulting from cancellation of some sub-projects at feasibility study stage, bidding discounts of around 10% and further savings from non-utilisation of contract contingency sums. The projected amounts are USD 1.58 million of IFAD loan funds and about USD 14 million of EIB/EU funds. PMU projects that this surplus could fund an additional 80km of road. MEF advised that this matter should be deferred until after an extension is agreed. Additional works would consist of short additional lines of road added to ongoing contracts through variation orders. These additional works would require feasibility study, ESMP and design to standards acceptable to IFAD or EIB, so the capacity of PMU to meet those standards will be a factor. Variation orders would conform with relevant procurement rules and must not result in the implementation of the contract exceeding the agreed extension period.

Table 3: Full List of Proposed Works Packages

Package	Lot	Funding	Costs USD		Contract Period		Outputs		HH	Status
			Estimate	Contract	Start	End	Km Road	Other		
W-01A	LOT1	EIB/EU	2,546,560	2,169,118	11/01/2024	10/01/2025	12.429	0	5,283	By PCD
W-01A	LOT2	EIB/EU	1,188,030	1,009,090	11/01/2024	07/10/2024	5.249	0	2,617	By PCD
W-01A	LOT3	EIB/EU	2,053,592	1,738,064	11/01/2024	10/01/2025	11.141	0	9,517	By PCD
W-01B	LOT1	IFAD	785,487	726,808	15/05/2023	30/04/2024	3.2	1	2,131	Complete
W-01B	LOT2	IFAD	1,186,659	1,125,668	15/05/2023	30/04/2024	5.93	0	4,693	Complete
W-02	LOT1	IFAD	2,689,999	2,528,599	13/12/2023	12/12/2024	11.04	0	5,825	By PCD
W-02	LOT2	IFAD	3,276,770	3,053,098	13/12/2023	12/12/2024	15.396	2	7,634	By PCD
W-02	LOT3	IFAD	2,542,540	2,468,580	13/12/2023	12/12/2024	11.373	1	13,078	By PCD
W-03A	LOT1	EIB/EU	4,337,121	4,389,121	01/03/2024	01/03/2025	15.755	0	4,871	By PCD
W-03A	LOT2	EIB/EU	4,036,734	3,911,892	01/03/2024	23/08/2025	22.741	0	6,523	By PCD
W-03B	n.a	IFAD	3,470,178	3,314,037	05/02/2024	04/02/2025	13.154	3	17,020	By PCD
W-04A	LOT1	EIB/EU	3,758,410	3,718,470	16/05/2024	16/05/2025	16.035	0	10,089	By PCD
W-04A	LOT2	EIB/EU	1,663,440	1,641,218	16/05/2024	16/05/2025	8.35	0	6,602	By PCD
W-04B	LOT1	IFAD	4,092,380	4,017,749	01/07/2024	01/07/2025	18.466	0	23,180	By PCD
W-04B	LOT2	IFAD	2,724,529	2,208,436	01/07/2024	01/07/2025	10.702	1	20,923	By PCD
W-05A	LOT1	EIB/EU	4,915,519	4,420,588	02/09/2024	02/09/2025	26.134	0	7,894	By PCD
W-05A	LOT2	EIB/EU	4,576,403	4,072,993	02/09/2024	02/09/2025	25.045	0	8,976	By PCD
W-05A	LOT3	EIB/EU	4,469,935	4,488,056	02/09/2024	02/09/2025	24.289	0	8,276	By PCD
W-05A	LOT4	EIB/EU	3,552,586	3,303,895	02/09/2024	02/09/2025	10.956	0	5,569	By PCD
W-05A	LOT5	EIB/EU	3,148,369	2,989,818	02/09/2024	02/09/2025	13.101	0	7,351	By PCD
W-05B	LOT1	IFAD	1,771,181	N/A	15/11/2024	15/11/2025	8.01	2	4,826	Not started
W-05B	LOT2	IFAD	1,424,151	N/A	15/11/2024	15/11/2025	6.78	1	1,629	Not started
W-05B	LOT3	IFAD	1,343,886	N/A	15/11/2024	15/11/2025	4.07	0	3,872	Not started
W-06A	LOT1	EIB/EU	3,661,767	N/A	08/02/2025	08/02/2026	16.302	0	6,104	Not started
W-06A	LOT2	EIB/EU	4,147,110	N/A	08/02/2025	08/02/2026	20.311	0	4,885	Not started
W-06A	LOT3	EIB/EU	4,873,116	N/A	08/02/2025	08/02/2026	25.107	0	8,923	Not started
W-06B	LOT1	IFAD	3,136,045	N/A	21/03/2025	21/03/2026	12.482	1	5,723	Not started
W-06B	LOT2	IFAD	1,857,981	N/A	21/03/2025	21/03/2026	5.33	0	2,362	Not started
W-06B	LOT3	IFAD	2,039,649	N/A	21/03/2025	21/03/2026	7.615	1	3,367	Not started
W-06B	LOT4	IFAD	1,457,992	N/A	21/03/2025	21/03/2026	6.43	2	1,172	Not started
W-07	LOT1	EIB/EU	4,077,350	N/A	05/04/2025	05/04/2026	19.127	0	4,163	Not started
W-07	LOT2	EIB/EU	3,191,662	N/A	05/04/2025	05/04/2026	15.135	0	3,421	Not started
W-07	LOT3	EIB/EU	4,371,303	N/A	05/04/2025	05/04/2026	18.923	0	4,163	Not started
W-07	LOT4	EIB/EU	3,611,742	N/A	05/04/2025	05/04/2026	19.504	0	11,004	Not started
W-08	LOT1	EIB/EU	6,865,950	N/A	14/04/2025	06/10/2026	34.51	0	4,577	Not started
W-08	LOT2	EIB/EU	4,024,800	N/A	14/04/2025	06/10/2026	20.58	0	4,037	Not started
W-08	LOT3	EIB/EU	2,856,750	N/A	14/04/2025	06/10/2026	15.4	0	5,702	Not started

Table 4: Sub-Project CBAs by SP1

ROAD ID	Fund ed by	Road Description	Estimated Financial Cost (\$M)	Economi c Cost (\$M)	Road Length (km)	EIRR	ENPV (\$M)	B/C Ratio
P1R01	EIB	Ream Chou - Prey Manors	2.54	2.29	12.5	43%	14.23	7.34
P1R02	EIB	Krous - TaNou	0.84	0.76	6.1	36%	3.60	5.56
P1R03	IFAD	Ta Sous – Ta Nou	0.62	0.55	3.2	47%	0.98	3.29
P1R04	EIB	Bos Thlan - Svay Teap	1.12	1.01	5.1	17%	1.06	2.08
P1R05	EIB	O'Veay - Speu Keut - O'Veay	1.40	1.26	6.1	51%	10.62	9.69
P1R06	IFAD	Prak Taben - Svay Damnak	0.89	0.80	5.92	35%	0.69	2.08
P1R07	EIB	Koh Chouram - Svay Romiet	1.22	1.10	5.25	41%	6.23	6.89
P1R08	EIB	Svay Amper - Svay Amper	0.35	0.31	3.3	11%	0.12	1.34
P2R01	IFAD	Kbal Romeas – Chakrey Ting	2.76	2.49	11.6	65%	16.71	9.4
P2R02	IFAD	Trapaing Pring - Kandoul	1.08	0.97	4.9	33%	1.85	3.37
P2R03	IFAD	Wat Toub – Bos Nhenh	0.69	0.62	3.5	23%	0.66	2.23
P2R04A	IFAD	Koun Satv – Chamkar Barang	1.21	1.10	5	27%	1.38	2.58
P2R04B	IFAD	Chamkar Barang – Prey Thum	0.68	0.61	3.5	21%	0.61	2.16
P2R04			1.89					
P2R07	IFAD	Prey Sandek – Thnot Chum	2.05	1.86	8.4	34%	3.62	3.45
P2R08	IFAD	NR2 – Prey Phaav	0.61	0.56	3	22%	0.55	2.16
P3R01	EIB	Domrey Phong – Tbong Kla	3.58	3.23	14.49	42%	17.38	6.89
P3R03	EIB	Ou Talok - Kbal Kor	2.49	2.25	14.05	24%	2.04	2.1
P3R04	EIB	Thnol Keng - Sre Thom	0.74	0.67	4.2	73%	9.93	17.97
P3R05	EIB	Thoat Malou - Bos	0.98	0.89	5	56%	8.05	11.47
P3R06	IFAD	Banteay Stong - Preah Damrey	2.24	2.02	11.5	90%	10.81	9.19
P3R07	IFAD	Mor Chheay - Don Laor	1.07	0.97	5.5	79%	3.99	7.34
P4R01	EIB	Trapaing Anchanh ~ Kolmeas	1.41	1.27	7.286	30%	3.55	4
P4R02	EIB	Derm Chreac ~ Sorei	1.23	1.11	6.501	28%	1.43	2.61
P4R03	EIB	Trapang-Pou Mreah	0.43	0.39	2.249	42%	2.13	7.31
P4R04	EIB	Snam Preah ~ Borb Bart	2.51	2.26	10.72	25%	5.02	3.59
P4R05	EIB	Prey Vaing ~ Domnak Trorb	1.52	1.37	8.352	27%	3.29	3.75
P4R06	IFAD	Tapun ~ Toul Ampil	1.14	1.02	6.176	30%	0.46	1.71
P4R07	IFAD	Takorm ~ Preak Norin	1.87	1.69	10.238	31%	0.84	1.79
P4R08	IFAD	Ou Sdey ~ Ou Kambot	0.38	0.34	2.049	32%	0.18	1.82
P4R10	IFAD	Bat Trang ~ Rohat Tuek	0.73	0.66	3.825	52%	1.17	3.79
P4R11	IFAD	Chhouk ~ Sot Mun	1.29	1.17	6.877	31%	0.55	1.75
P4R12	IFAD	Bunteay Neang ~ Bat Trang	0.52	0.47	2.794	26%	0.13	1.45
P5R01	EIB	Dambouk Khpos - NR No.31	3.42	3.08	16.51	31%	8.90	4.12
P5R02	EIB	Keathavong Krom - Mroum	1.99	1.80	9.62	52%	14.29	9.61
P5R03	EIB	Road N° 111 - Deum Doung	2.82	2.54	15.74	49%	16.76	8.54
P5R04	EIB	NR N°2 - Wat Phngeas	1.67	1.51	9.3	27%	0.40	1.42
P5R05	EIB	Chantrea - Mream	2.12	1.91	12.43	38%	8.34	5.66
P5R06	EIB	Ampil - Kokir	2.23	2.01	11.86	40%	4.85	4.04
P5R07	EIB	Prek Chrey - Chong Khsach	1.35	1.22	5.99	36%	4.52	5.32
P5R08	EIB	Preak Tadol – Wat Toul Reachea	1.80	1.62	6	24%	3.14	3.17
P5R09	EIB	NR7 – Ou Thnong	2.11	1.90	13.1	48%	12.59	8.18
P5R10	IFAD	Wat Prang Sovann - Wat Champey	1.77	1.60	8.54	23%	0.23	1.22
P5R15	IFAD	Phumi Poun - Wat Krapum Chhuk	1.22	1.11	6.78	40%	1.05	2.46
P5R19	IFAD	Prek Khut 1 -	0.70	0.63	4.07	38%	0.54	2.33
P6R01	EIB	Boeng Pring- Lvea	3.11	2.80	16.3	44%	16.61	7.36
P6R02	EIB	NR N°57B1- Rung Chrey	1.87	1.69	9.9	48%	6.58	5.87
P6R04	EIB	NR. N°57B- Rung Chrey	1.78	1.60	10.42	35%	6.54	5.64
P6R05	EIB	Chroab Chas - Chroab Thmey	2.38	2.15	12.65	32%	7.34	4.93
P6R06	EIB	Khvav(Kak)-Sarongk	2.30	2.07	12.46	33%	7.29	4.82
P6R07	IFAD	Kouk Samraong - Oddar Meanchey	0.90	0.81	4.23	39%	0.73	2.42
P6R08	IFAD	Plov Ta Duol	1.24	1.12	5.53	38%	1.00	2.41
P6R09	IFAD	Kouk Samraong Kaeut-Tbaeng Chas	0.62	0.56	3.71	25%	0.12	1.35
P6R12	IFAD	Srah Chak - Kampong Tralach Kroam	1.14	1.03	5.33	52%	1.85	3.82
P6R14	IFAD	Phumi Baku - Ptas Sre	1.45	1.31	7.62	28%	0.45	1.55
P6R17	IFAD	Prey Toteung - Anlong Ph'saot	1.11	1.00	6.5	24%	0.17	1.28

Appendix 4B: KAS Architecture, Sustainability and Key Challenges

204. The **Khmer Agri Suite** is an integrated digital platform designed to support Cambodia's agricultural sector. It provides a range of tools and services including: **Farm Management** tools for tracking crop cycles, managing resources, and optimizing farming practices; **Social commerce** platforms for connecting farmers/rural value chains directly with buyers, enabling market opportunities and fair pricing; **weather information**; and **Data Collection** function facilitating the collection and analysis of agricultural data to improve policy-making and resource allocation.

205. The SAAMBAT project supported the design and development of the KAS core system as well as planned the development of 5 key satellite applications to support roll out of services to rural ecosystem. Below are the details of the KAS Core and the satellite apps

KAS Core which consists of :	KAS satellite Apps which consist of:
<ul style="list-style-type: none"> • KAS Core acts as the main entry point for requests • KAS IAM Service handles user authentication and account management. • KAS Portal Service manages posts, products, and announcements for the KAS Portal application. • KAS Kumrong Service stores data related to farmland and crop cycles. • KAS Resource Service collects and manages farmer records. • KAS Weather Service manages weather-related data and alerts. • KAS Chat Service stores user chat messages. • KAS AI 	<p>KAS Track will support monitoring and managing agricultural activities including traceability.</p> <p>KAS Contract will facilitate agreements and transactions within the agricultural sector</p> <p>KAS Market is aimed at improving market access for farmers</p> <p>KAS Machinery initiative would focus on providing access to agricultural machinery and equipment to enhance productivity and efficiency in farming</p> <p>KAS credit</p>

206. At present the KAS Core has been fully developed except for KAS AI and enhancements needed to selected functions. KAS system has been developed as an open source and robust, scalable system³. Techo Start-up Center (TSC) that has an institutional history and background in developing digital economy solutions (including Cambodia's digital Public good-CamDX) has been entrusted with managing the development of the solution. They have been identified as a host institution for KAS post project completion and have already started hiring of technical and management consultants to support KAS ensuring post project institutional sustainability of the platform.

207. The KAS satellite applications have been severely delayed as a result of procurement and management challenges and will not be completed by the expected project completion date. While, KAS core in itself is a useful platform together with KAS satellite application it will be a more holistic solution for agriculture.

208. While on the front end- KAS serves the function of a social commerce and exchange platform, its true potential is in the use and exchange of data for delivery of services to farmers and exchange of data with private sector stakeholders in agriculture value chains. In its current shape, it is unable to enable any transactions or attract private sector to engage with the platform as it has a limited amount

³ Refer to KAS system architecture for details.

of initial data that has been collected. While, data collection was envisaged at design, data collection strategies have also changed from ASPIRE promoted business cluster model and KAS entrepreneur (SAAMBAT trained) village agent model to Ministry of Agriculture, Forestry and Fisheries and (MAFF) associated provincial staff collecting data. Due to these changes in scope and efforts, comprehensive data collection has been limited to provide the initial impetus needed for the platform. Soil sample data collection (not a priority for KAS, but under MAFF mandate) has been costly and time consuming further delaying this activity.

209. The project team has proposed a potential partnership with Cambodian Agriculture Cooperative Alliance to use KAS Data for collection of farmer profile and crop cycle information. They have also proposed engagement with Tropicam a private sector to use KAS data for data collection. Procurement of these technical services is under consideration.

KAS Sustainability Plan:

210. A sustainability plan for KAS has been envisioned based on potential partnerships and transactions that can be enabled on the platform. The aim is to replicate the strategies of established social media platforms like Facebook and Google, offering incentives to stakeholders to encourage their usage. Potential revenue sources include advertising or collecting fees for data, e-KYC data verification for banks/MFIs, commission-based fees for CAMGAP (certification) licensing from MAFF, trading of statistical data related to preferences for agricultural products, mark-up on prices of agricultural input suppliers, products, and services, and membership subscription fees on the KAS portal. All these are feasible based on initial data and enablement of private sector partnerships for data exchange along with trade on KAS social commerce platform.

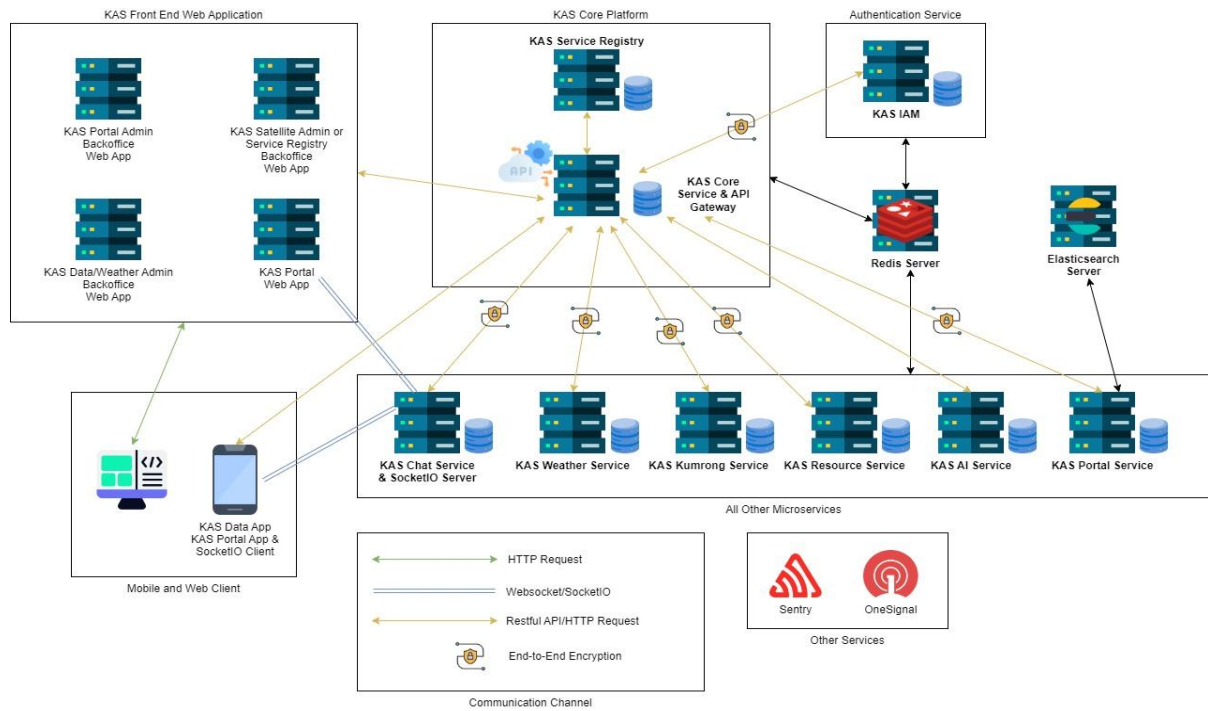
211. The project team had planned to engage a KAS marketing firm to support user registration and enable partners to connect with KAS. At the expected project completion data, this service contract is not expected to be finalised and deliver results. The KAS Digital Platform's go-to-market strategy includes defining the brand identity, understanding the audience and user persona, developing visual elements, crafting brand voice, improving UX/UI, implementing brand guidelines and outreach campaigns, monitoring and evolving feedback, and promoting and engaging users through social media and partnerships. TSC in the interim has been leading partnership activities.

212. Based on current progress, KAS is not expected to achieve sustainability in the short term (up to 2 years) and would require support from Ministry of Economy and Finance to support TSC to further develop and manage KAS. In the longer term, based on the Government of Cambodia and MEF's vision and with the right direction and development, KAS can become a vibrant platform which is partially to fully self-sustaining in the medium to longer term (3-5 years)

213. It is thus recommended that by project completion, an official transfer of KAS to TSC is completed and MEF commits to support KAS for the short term. Further, until project completion data collection and partnership activities need to be streamlined and accelerated.

KAS Architecture

214. KAS employs a microservices approach for flexibility and scalability of the core platform, with each microservice operating independently and communicating securely through the KAS Core Platform. Each service has its own API and database, ensuring dedicated data management. Authentication is handled by the KAS Identity Management (IAM) service, securing interactions between client applications and microservices. Key functionalities include real-time messaging via KAS Chat using WebSocket, task management with Redis, data searching through Elasticsearch, and error logging with Sentry. Notifications are sent through OneSignal, while the KAS Service Registry helps locate and connect microservices efficiently. Core services manage various functions, including user authentication, content management, agricultural data storage, weather updates, and chat messaging, creating a robust and integrated system. A schematic is as below for reference:



Appendix 4C: Calculation of Total Project Outreach

215. The project M&E unit has well-developed systems, strengthened throughout the project period and extensively reviewed by previous supervision missions, to ensure that project outreach is accurately counted and that, where individuals or households benefit from more than one activity, duplicative counting is eliminated.

216. Project direct beneficiaries consist of (1) beneficiaries of infrastructure sub-projects, considered as all members of all households within the beneficiary community in most cases; and (2) individual beneficiaries of skills training, digital outreach activities and digital technology. Some, but not all, of these individuals are located in communities that benefit from public infrastructure. Therefore, it is necessary to identify those individuals in order to eliminate duplicative counting.

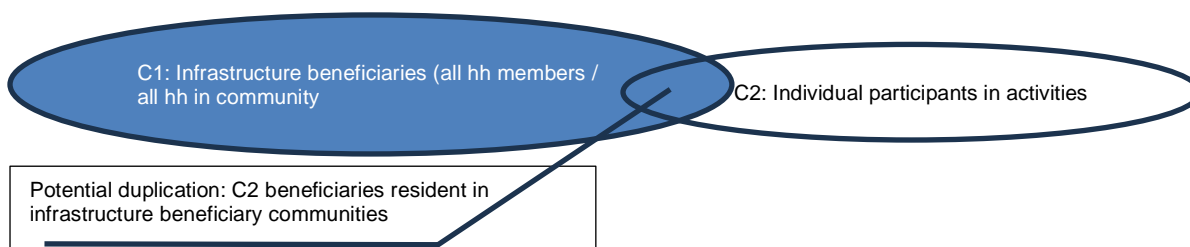


Figure 1: Illustration of potential overlap in beneficiaries (not to scale)

217. Cambodia operates a hierarchical GIS code system for all villages (8 digit code), communes / sangkats (6 digit code), Districts / Municipalities /Khan (4 digit code) and Capital / Province (2 digit code). These GIS codes are routinely used to geo-locate project beneficiaries.

218. Using this system, it is fairly straightforward for the M&E unit to identify individual beneficiaries (Category 2) who are residents of infrastructure beneficiary communities (Category 1). The only difficulty encountered is in geo-location of users of digital applications. Consideration was given to requiring users to provide residential location data but it was decided that this would be intrusive and counter-productive. Therefore, number of digital application beneficiaries who are also infrastructure beneficiaries is estimated as 10% of the total. The potential error from use of this procedure is small.

219. The outreach indicator description for the SAAMBAT logframe is reproduced below.

Beneficiaries of C1: (i) All household members living in rural communities in the catchment area of the roads (i.e. the households locate in surrounding areas of the project road and connecting roads, and hence, likely to use that road to access a main market or the highway network) will be considered as direct beneficiaries. These communities will be identified by desk studies and confirmed by stakeholder consultations, with population and other data obtained from Commune Database of Ministry of Planning. Three steps of the process are:

- Desk study: reviewing the official MoP 2021 Community Data Base (CDB) and using GIS software to define the Sub-projects catchment areas to overlay communes and villages' locations within the defined sub-projects catchment.
- Site visit: the SP1 technical engineers and social specialists visit the sites to site-investigate the roads network wherever those roads are connecting to the sub-projects and confirm the numbers of potential beneficiaries resulting from the desk study.
- Consultation: to validate, the E&S specialists conduct consultation with local authorities (commune and village committees) and potential beneficiaries to confirm that the numbers are accurate and reliable. The E&SSs briefly describe the targeting and agricultural production to benefit from the improvement of each sub-project.

(ii) A similar procedure should be used for markets and ferries. Only farm households who will actually use collecting points (assessed through stakeholder consultations) should be counted as direct beneficiaries. Direct beneficiaries should be clearly identified and counted separately for each sub-project, reported in FSR and used to evaluate sub-project eligibility criteria.

(iii) Total outreach for C1 will be calculated by eliminating overlaps between sub-projects from these figures.

Beneficiaries of C2: Total outreach of SC 2.1 and SC 2.2 are direct beneficiaries. The details on counting the digital platform and apps users are described below 2.2.2.

Total beneficiaries: Outreach of the project is the total beneficiaries from C1 deducting the overlapped ones from C2 by identifying the village codes and the assumption of 10% duplicated users from KAS platform.

Calculation: (C1 households * 4) + C2 individuals - C2 individuals duplicated

Cambodia

Sustainable Assets for Agriculture Markets, Business and Trade Project Supervision Report

Appendix 5: Mission preparation and planning, TORs, schedules, people met

Mission Dates: 10/09/2024-08/10/2024

Document Date: 08/11/2024

Project No. 2000002278

Report No. 6835-KH

Asia and the Pacific Division
Programme Management Department

7 August 2024

Subject: Mission Announcement: Supervision Mission of the Sustainable Assets for Agriculture Markets, Business and Trade Project (SAAMBAT) – 10-20 September 2024

Excellency,

I am pleased to inform you that the Supervision Mission of the Sustainable Assets for Agriculture Markets, Business and Trade Project (SAAMBAT), is scheduled to take place from 10 to 20 September 2024.

Ms Rachele Arcese, IFAD Program Officer | Mission Leader, and Mr Julian Abrams, Senior Rural Development Specialist | Team Leader, will lead the mission with the support of specialized technical staff and consultants. Representatives from EIB will also attend the mission in person. The detailed ToR of the mission is attached to this letter.

I take this opportunity to thank you and the Royal Government of Cambodia for all the support that will be extended to the Mission. For any other information, please do not hesitate to contact Mr Sakphouseth Meng, Country Program Coordinator for Cambodia.

Accept, Excellency, the assurances of my highest consideration.



Frew Behabtu
Country Director
Asia and Pacific Division

H.E Chhay Rithisen
Minister of Rural Development
Ministry of Rural Development
of the Kingdom of Cambodia

Copies for Distribution:

H.E. Chreay Pom
Director General of Technical Affairs
SAAMBAT Project Director
Ministry of Rural Development

TERMS OF REFERENCE

SUPERVISION MISSION

SUSTAINABLE ASSETS FOR AGRICULTURE MARKETS, BUSINESS AND TRADE PROJECT

10-20 September 2024

Country: Cambodia	Project Name: Sustainable Assets for Agriculture Markets, Business and Trade Project (SAAMBAT)
IFAD Country Director: Frew Behabtu	Project at Risk Status: Potential problem project Environmental and Social Category: B Climate Risk Classification: 2
Project Director: H.E Chreay Pom Director General of Technical Affairs, Ministry of Rural Development	Executing Institution: Ministry of Rural Development (MRD) Implementing Institutions: Ministry of Economy and Finance (MEF) Skills Development Unit (SDU) Techo Start-Up Center (TSC) Centre for Policy Studies (CPS)
Mission Type: Supervision Mission	Mission Dates : 10-20 September 2024
Mission composition:	
<p>IFAD Mission team</p> <ol style="list-style-type: none">1. Ms Rachele Arcese, Programme Officer (PO) – Mission leader Social Inclusion and project Management2. Mr Julian Abrams, Rural Development Specialist – Team leader C1, C2.1 and C2.33. Ms Esha Singh, Global Technical Specialist - ICT4D in Agriculture, PMI SC 2.2.4. Ms Daniela Morra, Environmental and Climate Specialist SECAP5. Ms Hien Minh Vu, M&E and KM Specialist6. Mr Norpulat Daniyarov, Regional Finance Officer7. Mr Duy Phan Toan, Procurement Specialist <p><i>The following PDT members will join the mission remotely, upon need:</i></p> <ul style="list-style-type: none">• Ms Lorna Grace, IFAD Project Technical Lead C2• Mr Dan Martin, IFAD Lead Global Technical Specialist, Water and Rural Infrastructure Specialist C1• Ms Beatrice Gerli, IFAD Sr. Technical Specialist, Gender <p>Mr Frew Behabtu, Country Director (CD) and rest of the IFAD Cambodia team will attend the start-up and wrap-up meeting, as well as any other meeting deemed necessary.</p>	

Mr Francesco Consiglio and Mr Kevin Cheung, EIB, will attend the mission in person.	
Background	
<p>1. SAAMBAT goal is to reduce poverty and enhance food security in the country. The project development objective is to sustainably increase productivity of youth, enterprises and the rural economy. The project Executing Agency is Ministry of Rural Development (MRD). Ministry of Economy and Finance (MEF), Skills Development Unit (SDU), Techo Start-Up Center (TSC) and Centre for Policy Studies (CPS) have implementing responsibilities. The project comprises 2 components:</p> <p>2. Component 1: Value Chain Infrastructure (MRD, \$US 141 million). The expected output of C1 is to increase the benefits deriving from market participation for 200,000 poor and vulnerable rural households. Planned physical outputs include 650km of hard-paved rural roads and 150 km of laterite-paved rural roads rehabilitated or upgraded, approximately 25 rural market facilities rehabilitated or upgraded and approximately 50 other value chain infrastructure facilities constructed or rehabilitated, potentially including collection points, storage facilities, ferries, river ports etc.</p> <p>3. Component 2: Skills, Technology and Enterprise (MEF, \$US 26 million). The expected outcome of C2 is to increase the productive capacities of poor rural people, with: 4,500 rural youth productively employed (50% female), 85 rural enterprises supported in increasing their profit (30% enterprises with women leaders), 500 SMEs developed and 12,500 rural value chain actors using digital technology.</p> <p>4. SAAMBAT became effective on 12th September 2019 with an expected completion date of 30th September 2025. The total estimated project cost is USD162 million, disaggregated as follows: USD53.20 million (IFAD Loan); USD1.20 million IFAD grant; EUR 65.25 million (EIB Loan); EUR 15 million (consisting of EUR 1.5 million for technical assistance and EUR 13.5 million for infrastructure, EU's Asia Investment Facility, AIF, grant). Total funding denominated in EUR is equivalent to approximately USD96.3 million. GOKC is expected to provide USD11.30 million.</p> <p>5. SAAMBAT is implemented through a programmatic approach that stresses complementarities with other programmes and projects of GoKC, its development partners including EU, EIB and IFAD. In particular, planning of SAAMBAT investments is coordinated with the ongoing ASPIRE and AIMS projects.</p>	
Mission Objectives	
<ul style="list-style-type: none"> i. Check timelines of the whole project's chain of delivery (output -> outcome -> objective) ii. Assess project overall performance for rating purposes, in line with IFAD supervision report template iii. Assess if the project is on track to meet the objective in the remaining timeframe and go through PCR process based on IFAD 2023 Guidelines for Completion Reports, clarify if EIB and IFAD can complete the projects separately and assess project extension needs -> discuss extension or cancellation of funds in case activities may not be completed by PCD iv. Identify and document lessons learned v. Identify and document innovative approaches vi. Any other priorities or activities identified by the CD or Team Leader 	
Mission Outputs	
<ul style="list-style-type: none"> i. Aide Memoire ii. Mission Report, including all mandatory Annexes iii. Updated Integrated Project Risk Matrix iv. Updated Logframe v. Management letter 	

The Team Leader will discuss with the member to allocate team responsibility for different sections of the report. The mission report will follow the standard supervision mission template and the guidelines for the project rating shared by the IFAD country office with the mission team.

Specific tasks

Rachele Arcese, Programme Officer (PO), Mission leader (r.arcese@ifad.org). The Mission Leader (ML) will be responsible for leading the mission and ensuring that the terms of reference are fully met in a professional, efficient, effective and timely manner in line with IFAD Supervision guidelines. Specifically, the ML will:

- Prior to the mission, agree with the project management on how the mission will be best conducted, how implementing partners, project staff and primary stakeholders will be involved, the timetable for fieldwork and reporting, and how feedback on the conclusions will be organized; and collect all relevant documentation for SAAMBAT project and distribute among mission members;

Targeting and outreach and social inclusion

- Assess the project performance on targeting and outreach and propose corrective actions, if needed;
- Assess the project performance on gender equality, women's empowerment, reviewing inclusion in all project activities and access to benefits;
- Assess progress on the project's gender action plan;
- Review main issues related to gender equality and women's participation (voice, economic empowerment and well-being/workload) as provided in the PDR. Assess the project interventions adequacy to addressing these issues and promoting gender transformative change;
- Review the implementation arrangement of the activities in terms of human resources, know-how and project financing to effectively deliver on the project's objectives of gender-equality and gender transformative results;
- Assess the project performance on human and social capital and empowerment;
- Assess the performance of the project in building institutions and in policy engagement together with the team leader. In particular assess the use, disseminations and next steps of gender-relevant policy briefs;
- Identify good practices and case studies that can document the project performance on gender equality and women's empowerment. Support the project in preparing related data and information.
- Ensure the timely finalization of the Mission Aide Memoire outlining the findings and recommendations of the SM mission and highlighting issues that need to be discussed at the Wrap-up Meeting with key stakeholders;
- Ensure the timely finalization of the Supervision Mission Report;
- Finalize a draft management letter.

Julian Abrams, Rural Development Specialist –Team Leader (julianabrams@gmail.com). The Rural Development Specialist and Technical Team Leader will:

- Lead assessment of overall project progress and the performance of SAAMBAT Component 1 and 2;
- Review the physical and financial progress to date under Component 1 and 2 and provide suggestions/recommendations for improvement as needed;

- Assess the performance of the project in building institutions and in policy engagement together with the mission leader;
- Assign specific responsibility to the team members at the start of the mission for contribution to the aide memoire and SM report;
- Draft the Mission Aide Memoire, supervise the outputs of each mission member and ensure overall consistency and quality of all of the mission's written contributions;
- Draft Supervision Mission Report based on team members' inputs, ensuring the overall consistency and quality of the contributions;
- Draft management letter;
- Any other tasks as agreed with the Mission Leader.

Esha Singh, Global Technical Specialist - ICT4D in Agriculture (Singh, Esha e.singh@ifad.org).

- Lead the assessment of the overall project progress on sub component 2.2 for SAAMBAT
- Review the plan of implementation of the remaining works by the service providers supporting the subcomponent and the exit and handover plan
- Support the stakeholders on both technical and operational issues (if any) related to delivery of project activities
- Support PIU/TSC in identifying key requirements of the private sector through in person discussions with a few private sector partners as part of the partnership building activity under the subcomponent
- Identify and document in brief key lessons from implementation
- Provide inputs to the Aide Memoire, Supervision report and the targets for the logframe
- Other tasks as assigned by the mission leader

Ms Daniela Morra, SECAP Specialist. The Specialist will cover the aspects related to natural resources management, climate change adaptation and environmental and social safeguards (SECAP). More specifically the consultant is expected to undertake the following tasks.

Environment and Natural Resources Management (ENRM):

- Assess the progress of project activities related to environment and NRM.
- Assess the project's technical and financial capacity to monitor the environmental impacts of the project.
- Document best practices and lessons learned as well as any innovations concerning environment and NRM in the project and assess the capacity of the actors to scale up the techniques and information acquired with regard to natural resource management.

Adaptation to Climate Change (ACC):

- Assess the progress of project activities related to climate change adaptation.
- Assess effectiveness in terms of process or institutional capacities and coordination in mainstreaming climate change adaptation at project level.
- Estimate the effectiveness of the adaptive actions implemented and provide recommendations to maximize those benefits and ensure their sustainability.
- Identify any possible maladaptation activities that the project might have promoted and propose measures and technical solutions to overcome them.
- Document best practices and lessons learned as well as any innovations concerning climate change adaptation in the project.

Social, Environmental and Climate Assessment Procedures (SECAP) requirements:

- Review the project's SECAP documentation (Environmental and Social Management Framework (ESMF), Environmental and Social Management Plan (ESMP), Resettlement Policy Framework (RPF), Free Prior and Informed Consent (FPIC), Indigenous Peoples Plan (IPP), Road Safety Impact Assessment, etc.).
- Assess the quality of the implementation of SECAP procedures and its performance; including stakeholder engagement, grievance redress mechanism and the development of ESMPs and other management plans for sub-projects.
- Assess the project compliance with SECAP requirements and whether there is a need to revise the project's environment and social category and climate risk classification, and effectiveness in reducing the project's potential adverse environmental and social impacts.
- Propose revisions to the ESMP if required.
- Verify that the Grievance and Redress Mechanism (GRM) is in place; and identify any complaints or grievances received by the project.
- Assess that FPIC implementation plan and consent agreement reached with the communities are respected.
- Verify that SECAP activities (including ESMP and management of the GRM) are incorporated in the Project Implementation Manual (PIM) and in the Annual workplan and budget (AWPB), and that the PMU is engaging executing partners and other stakeholders in its implementation.
- Follow up on past mission recommendations and agreed actions on SECAP, ENRM and ACC and provide concrete, well-articulated and manageable actions to improve their implementation.

The consultant will contribute to the preparation of mission deliverables as agreed with the Team Leader and the relevant sections of the SM report, specifically on ENRM, ACC and SECAP; and any other task as assigned by the Team Leader.

Ms Hien Minh Vu, M&E and KM Specialist. The Specialist is expected to undertake the following tasks.

M&E

- Assess the Project's Monitoring and Evaluation (M&E) system- logframe, M&E database, annual impact surveys results, endline draft survey
- Verify the quality and reliability of data collection system and the ability to capture data aggregated by gender, age group and any other characteristics of the target group (poverty criteria, indigenous, etc.), as well as the environmental, social and climate-related effects as defined according to the SECAP;
- Document best practices and lessons learned as well as any innovations concerning women's empowerment and youth in the project;
- Work in close collaboration with the gender specialist to report on data included in the gender action plan
- Review the overall adequacy and performance of the project M&E system in the domains of i) project planning (AWPB), ii) timely monitoring and iii) reporting quantitative outputs and outcomes in Progress Reports;

KM

- Review KM plan or activities reflected in the 2024 AWPB, discuss with project management and staff its current relevance, and possible need for revision or updating.
- Contribute to the Mission Aide Memoire and Supervision Mission Report as agreed with team leader;
- Any other tasks as agreed with the Mission Leader.

Norpulat Daniyarov, Financial Management Specialist (n.daniyarov@ifad.org). Under the direct supervision of the Team Leader, the RFO will undertake the following:

Objectives:

- To review and advise on the financial management arrangements in place, and confirm their continuing adequacy for the project. Financial management arrangements include staffing, budgeting, accounting, reporting, cash management / disbursements, internal controls and audit.
- To evaluate project financial management performance and assign ratings consistent with FMD guidelines.
- To follow up on rollout and adoption of IFRs by the project for both disbursement and reporting including the project liquidity management arrangements in line with IFAD guidelines.
- Provide technical guidance to the project team on specific issues / challenges
- To follow up on implementation status of internal and external audit recommendations and agreed actions from the most recent supervision mission.
- Network with other IFI colleagues in the country where necessary
- Assess compliance with financial management and disbursement covenants in the Financing Agreement.

Remote assessment and preparation for mission:

- Obtain the necessary documents from institutional IFAD records and familiarize with the project. A sample list of documents is presented in the guidance note already shared. Contact the Project Management Unit by email if required to seek clarifications or obtain additional documents.
- Perform a desk review:
 - a. Review the results of the latest external Audit Report (including specifically the Management Letter) to ascertain whether any issues raised by the auditor identify potential fiduciary risks - where relevant follow up on issues arising by contacting the external auditors. Consult main findings, requests for clarification and action plan proposed by FMD with the latest audit review exercise.
 - b. Review FM recommendations and findings from the latest supervision mission (if applicable) and the list of agreed actions.
 - c. Determine the amount of the Withdrawal Applications (WAs) submitted to IFAD since the last supervision mission using the Historic Transaction Report (HTR). Obtain a scanned copy of these WAs and proceed to identify the sample of expenditures reported during preceding periods to be checked against relevant supporting documents.
 - d. Review the operation of the project Designated Account (DA), and project accounts to ensure that the DA reconciliation is correctly prepared. Validate the closing balances from copies of the bank statement and clarify the status of the reconciliation items (if any). Note down any pending payments and withdrawal applications still not paid by IFAD including replenishments, reimbursements and direct payments, identify reasons for discussion with project management.
 - e. Review the Financing Agreement to identify if there are specific financial management and disbursement covenants that apply and determine if these have been complied with. Identify if the Project as other co- financiers (joint or parallel), and if so, identify if such co- financiers have specific fiduciary requirements that the project has to comply with.
- Re-assess the Project Financial Management Arrangements (this will generally require a visit to the Project Office):
 - a. Perform Financial Management Performance Assessment, using the FMAQ template (annex 6), to review the strengths and weaknesses of the project's financial management

systems. Validate the answers by asking for electronic evidence as appropriate (organogram, staff TORs, Invoices, Financial reports, Screen shots from the accounting software, scanned documents, recent Trial Balance, etc.)

b. Consider changes in project design or implementation arrangements that have been implemented or are being considered by Project Delivery Team. Assess the impact of these on financial management arrangements and if any changes in the FM arrangements are required.

c. Together with the project Financial Controller or equivalent, review actions taken to address recommendations and validate the status of actions by asking for electronic evidence as applicable, of:

- i. previous years' Supervision review,
- ii. recommendations raised by external auditors on previous years management letters,
- iii. recommendations raised by FMD during the audit review exercise. and.
- iv. follow-up on internal audit recommendations.

d. Perform a virtual walkthrough of the project's internal controls relating to financial management and financial administration of project funds. As part of this exercise select a sample of multiple expenditure items from each expenditure category, claimed from IFAD since the past supervision and trace the item through the whole audit trail as given below. Selection of samples should include expenditures that may be vulnerable to fraud or misuse. The size of the sample to be tested should be 10% of transaction values.

- i. approved AWPB and procurement plan.
- ii. IFAD non-objection (if applicable).
- iii. contract/invoice.
- iv. duly authorized purchase order.
- v. accounting software ID number (transaction inserted in the accounting software).
- vi. verification (physical and documentary) evidence as applicable that works have been completed/goods delivered/ services rendered in accordance with the contract.
- vii. verification of payment (bank statement/cash book), and
- viii. project assets duly reflected in the fixed asset register. The collected information should be validated by reviewing scanned documents (contracts, invoices etc.) screen shots from the accounting software, pictures, videos, beneficiary interview etc. as appropriate and feasible.

e. Confirm the functionality of the accounting system and the financial reporting system by requesting the project to submit financial reports, extracted directly from the accounting system and compare these with the Trial Balance, bank statements and IFAD records for the same time period to determine that the accuracy and compliance with IFAD requirements.

f. In addition, explore what reports can be generated automatically from the system and which reports need to be prepared/modified in excel and the type of budget controls system has. Assess if the accounting system and processes used to allocate transactions to expenditure categories and components is generally reliable. Where accounting records are maintained at multiple project locations, assess if processes to obtain timely all accounting data and reports for consolidation purposes are adequate.

g. Review Withdrawal Applications together with the supporting IFRs and / or Statements of Expenditures submitted to IFAD after the previous supervision mission to:

- i. verify adequacy, completeness and validity of claims by selecting on a sample basis expenditure items from each category of expenditures and requesting for scanned supporting documentation for these items (see annex 2, 3 and 4 of these ToRs for

guidance, SOE review check list and a general list of required supporting documentation). Note down any ineligible expenditures.

- ii. ensure that the claimed expenditures are net of tax and that the financing percentages have been applied in accordance with Schedule 2 of the Financing agreement. Record any ineligible expenditures.
 - iii. confirm whether WAs prepared regularly, in an efficient manner and in line with the IFR submission requirements.
 - iv. discuss findings with the project finance staff and request further clarification / supporting documentation as deemed relevant.
- h. Based on the financial reports prepared by the project, review the overall financial performance by expenditure category and component to assess the project's overall financial performance against appraisal and against the approved AWPB. Review the cumulative status of funds by category of expenditure, approved AWPB and the project commitments (contracts signed not paid) in order to estimate the adequacy of funds and the need for category reallocations. Discuss the status of preparation of the annual financial statements (if relevant for the period).
- i. Review and discuss with the project financial controller the status of counterpart funding: i) whether the Borrower/Lead Project Agency made available financing proceeds to the Project, as planned. ii) whether the amount of counterpart funds provided so far in line with the minimum amount mentioned in the Project Financing Agreement and the project design report.
- j. Request a copy of the MoUs/contracts signed with the project's main implementing partners. Evaluate if key fiduciary provisions are included and the adequacy of financial and fiduciary arrangements included therein. Ask for a scanned copy of a fund's application submitted to the project by the implementing partner and check the relevant related supporting documentation.
- k. Review the project's fixed asset register so as to verify the following: i) the fixed asset register contains the necessary information and in an acceptable format. ii) assets were part of the approved procurement plan (spot check). iii) assets have been tagged with a serial number (serial number and location included in the fixed asset register). and iv) all assets were subject to an annual inventory exercise (ask for electronic copy of the report). Ensure a proper handover plan of the project assets has been formally agreed on and documented by the Project, the lead project agency and the Borrower (if the project is in a completion phase). Review how vehicle fuel use is being controlled by reference to a withdrawal application submitted in the period.
- l. Review and discuss with the project financial controller compliance of the loan/grant covenants to date and record any pending issues. Validate the status through scanned documents etc. as feasible.
- m. Review and discuss with the project financial controller the status of ineligible expenditures emerging from audit or previous supervisions, or any pending legal cases, which may imply ineligible expenditures. Record any ineligible expenditures and the proposed repayment plan.
- n. If the project has an Internal Audit function, review the latest internal audit report(s) and discuss with the project internal auditor the findings of the report and the status of past recommendations (if any).
- o. Review the audit arrangements of the past and future project audits and its timelines. If relevant, organize a tele/skype/Zoom conference with the SAI or the private audit company to discuss issues raised in latest Audit Report and IFADs audit review. Discuss the TOR for the upcoming audit (if relevant for the period).

- p. Support the preparation of the Interim Financial Reports by performing the following tasks:
- i. Ensure that the cash forecast presented by the project is: (i) based on the AWPB/PTBA (ii) realistic in terms of costing (ii) includes all expenditures planned for the period and it is linked to the project procurement plan and contract monitoring tools
 - ii. Ensure that the financial data reported in the sources and uses of funds report are accurate and it is well reflected in the IFRs
 - iii. Support the project in filling correctly all the statements contained in the report.
 - iv. If needed, propose changes to the template in order to facilitate the project and to adapt the template to specific needs of the project.
 - v. Ensure the project is aware of the submission timelines (45 days after the quarter end) and review whether this were met in the last submission, understand the challenges and seek to help the project where practical to address this.
 - vi. Prepare a brief report on your findings, on the work done. Include your recommendations for IFAD and for the project and evaluate the quality of the report.
 - vii. Prepare a short report along with time sheet on the task performed under this task

The RFO will be responsible for the following key outputs:

- Enter mission findings directly in IFAD's FM web-applications, being financial management dashboard (FMDB) and audit report tracking system (ARTS) (if required by hiring manager).
- Summary and detailed financial management assessment questionnaire (FMAG)(see separate FMAQ).
- In accordance with the implementation guidelines, provide inputs to the aide-memoire as follows:
- In accordance with the implementation guidelines, provide inputs to the aide-memoire as follows:
- Input to main body of the aide-memoire: section e. fiduciary aspects covering: (a) financial management. (b). disbursement. (c). counterpart funds. (d). loan covenants. (6). external audit (including follow up on the finding of the audit review exercise performed by FMD). and the summary risk analysis table specifying, as relevant, the agreed actions, responsibilities and dates in respect of fiduciary mitigation actions.
- Appendix 1: the project status report covering:
 - a. disbursement rates of domestic and co-financing funding sources (section a. basic facts).
 - b. ratings for section b.1 (fiduciary aspects) indicators.
 - c. description of fiduciary risks and their impact on project performance under section c.5.
 - d. follow up action on fiduciary aspects under section d.
- Appendix 3: financial: actual financial performance by financier. disbursements by category and by component: tables 3a, 3b and 3c1.

Appendix 4: compliance with loan covenants: status of implementation: assessment of loan covenants in relation to fiduciary aspects.

Phan Duy Toan, Procurement Specialist (toanp66@gmail.com). In line with Chapter V of the IFAD Procurement Manual the Consultant should carry out the following tasks:

¹ It is advised that data for Appendix 3 is sent to the Project Staff to be pre-populated prior to FM / FMS commencement of the mission.

- Conduct a desk review of the project's contract portfolio in the Contract Monitoring tool before the start of the mission to identify delays, big ticket and/or problematic contracts;
- Review the current Procurement Plan in order to assess it has been fully updated and upgraded in the correct IFAD template or appropriate IFAD procurement system, ascertain its completeness, its concurrence with the AWPB, Financing Agreement, Project Procurement Arrangements (PPA) and Project Procurement Strategy (especially concerning packaging and value for money) and its consistency with the country systems and/or IFAD Procurement Guidelines and Handbook;
- Conduct a review of any significant changes in the borrower/recipient's procurement system and practices, and ensure project procurement procedures and systems are updated accordingly;
- Review/update the Procurement Risk Assessment, using the IFAD Procurement Risk Matrix (Chapter I of the IFAD Procurement Manual);
- Provide support, advice and recommendations on the following: a. Amendments to the proposed methods of procurement, thresholds, ceilings, contract types, contractual arrangements and preferences listed in the PPA; b. The related IFAD review procedures and provide suggestions to improve the overall quality of the procurement processes.
- Based on the desk review of contract data, review a minimum sample of 10% of all post-review contracts and high-risk prior review contracts during the mission for compliance with: a. the applicable procurement framework: i.e.: national procurement laws and regulations consistent with the IFAD Project Procurement Guidelines and Procurement Handbook; b. The approved AWPB and Procurement Plan, in terms of quality and quantities; c. IFAD or national Procurement Bidding and Contract Templates (as applicable); and d. IFAD's SECAP and other IFAD policies concerning anti-corruption, anti-money laundering and prevention of SH and SEA.
- Review the procurement, contracting and implementation processes (prequalification/shortlisting, receipt of bids/proposals, bid/proposal evaluation and contract award) and timeliness and appropriateness of procurement actions;
- Review the management capacity and appropriateness of addressing SECAP risks through procurement (with specific focus on big ticket contracts and SECAP-related management at bidding stage and contract implementation stage), as outlined in the PIM;
- Assess contract administration and management procedures and review the completeness and updated nature of contract data in the Contract Monitoring Tool;
- Assess the procurement capacity of all entities to be reviewed in terms of manpower, levels of training of procurement staff, work environments, absence of conflict of interest with other PMU functions and the parent IA's departments and independence of procurement staff to carry out their statutory assignments;
- Determine whether adequate systems are in place for procurement planning, implementation and monitoring, and whether procurement documentation and records (including securities) are maintained as per required standards and can be relied upon;
- Verify to the extent possible, whether goods, works and consulting services contracted were supplied/completed according to the required specifications and technical standards;
- Review issues identified in the previous procurement review and aide-mémoire and procurement related issues identified in project audit reports;
- Identify deficiencies and make recommendations for improvements and control mechanisms in the procurement procedures and processes;
- Bring to the attention of the SPO any instance of non-compliance deemed connected with malpractice or fraudulent and corrupt activities on the part of the borrower's or bidders' staff, including potential cases of mis procurement or ineligible expenditures;

- Assess further procurement staff training needs and ensure relevant training is planned and provided to project management and procurement staff in a timely manner;
- Assess the procurement performance of the project with respect to five designated parameters: procurement strategy & planning process, processes and procedures from prequalification to bidding, process and procedures for bid evaluation and contract award, contract management and administration, CMT data accuracy and timeliness and record retention;
- List needed improvements in relation to performance and define the actions, timeline and responsibilities (agreed with either the Borrower/Recipient or IFAD) for implementation of the recommendations resulting from this review;
- Submit an assignment report (as per the IFAD standard format of the Procurement Review/Implementation Support Appendix, Annex 1, 3 and 6 of Chapter V of the IFAD Procurement Manual), and any other relevant ancillary documents;
- Carry out any other activity, as required by IFAD.



ក្រសួងកសិកម្ម រុក្ខាប្រមាញ់ និងនេសាទ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធជនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបណ្ណសិកម្មកសិកម្ម

**ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ**












កិច្ចប្រជុំស្តីពី

បេសកកម្មត្រួតពិនិត្យ និងវាយតម្លៃលើវឌ្ឍនភាពនៃការអនុវត្តគម្រោង

ថ្ងៃទី 14 ខែ កញ្ញា ឆ្នាំ 2024 ម៉ោង












ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
	លីកឃ្លាង ហ៊ុន ណាតា	ប	ប្រធានប្រតិបត្តិការ	SAAMBAT / PHU		
	លីកឃ្លាង វិល ប៊ុន	ប	នាយក	SAAMBAT / PHU		
	លោក. ហ៊ុន ស៊ីវាត	ប	ប្រធានគ្រប់គ្រង	SAAMBAT / PHU		
	Duy Phan Toan	M	Procurement Specialist	IFAD		
	Esha Singh	F	Global Technical	IFAD		
	Juhan Abrams	M	Rural Development	IFAD		
	Daniela Morra	F	Environment specialist	SECAID		

ប្រធានគ្រប់គ្រង
64 កញ្ញា / 22 កញ្ញា

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
	ឃាត់ ឌីណា	ប	គេហការ		097 4852979	
	ចាន់ វិសាល	ប	គេហការ		089 924709	
	បុត ឌីណា	ប	ប្រធានការ		0715798233	
	គីម វិសាល	ប	គេហការ		069791899	
	ឃ្នាំ វិសាល	ប	ប្រធានការ		088 7610170	
	គន វិសាល	ប	ប្រធានការ		017 605342	
	ឃុន ឌីណា	ប	ប្រធានការ		097 6716958	
	ឌីណា វិសាល	ប	ប្រធានការ		012 4283 62	
	ឌីណា វិសាល	ប	ប្រធានការ		092 553020	
	ឌីណា វិសាល	ប	គេហការ		092 664252	
	គន វិសាល	ប	គេហការ		077 20 40 89	
	គន វិសាល	ប	គេហការ		060 584162	
	គន វិសាល	ប	គេហការ		017 240812	

ឧបនាយករដ្ឋមន្ត្រី

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
	ឈ. ហ៊ុន	ប	អគ្គនាយក		០៩៩ ៧៥៧ ៣៦១ ៨	
	ឈ. ហ៊ុន	ប	អគ្គនាយក			
	ឈ. ហ៊ុន	ប	ប.ប			
	ឈ. ហ៊ុន	ប	—			
	ឈ. ហ៊ុន	ប	—			
	ឈ. ហ៊ុន	ប	—			
	ឈ. ហ៊ុន	ប	—			
	ឈ. ហ៊ុន	ប	—			
	ឈ. ហ៊ុន	ប	—			
	ឈ. ហ៊ុន	ប	—			
	ឈ. ហ៊ុន	ប	អគ្គនាយក		០១៧៥៣៣៤១៣	
	ឈ. ហ៊ុន	ប	អគ្គនាយក			
	ឈ. ហ៊ុន	ប	—			
	ឈ. ហ៊ុន	ប	អគ្គនាយក			

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
	ហាន-ហួរ	ស	ច.ស		031 264 7676	
	ប៊ី	ស	ប.ស			
	ហ៊ុន ឌីណូ	ស	ប.ស			
	ឆាត សុខា	ស	ប.ស		0975788752	
	វ៉ែត វង្ស	ប	ប្រតិបត្តិការ		0883948550	
	ស្រី ធីតា	ស	អគ្គនាយក	អគ្គនាយកដ្ឋាន	099 793 1111	
	គឹម សុខិនី	ប	អគ្គនាយក	អគ្គនាយកដ្ឋាន	012 558684	
	ហ៊ុន យុទ្ធវិធាន	ស	ប្រតិបត្តិការ	អគ្គនាយកដ្ឋាន	095967788	
	ហ៊ុន វិសាល	-	អគ្គនាយក	អគ្គនាយកដ្ឋាន	012 500083	
	រ៉ាតឡេ អ័រសេ	-	អគ្គនាយក	អគ្គនាយកដ្ឋាន	011.889777	
	Rachelle Arcese	F	Program officer	IFAD		
	Hien Minh Vu	F	MKE R&T Specialist	IFAD		
	ស៊ុន ធីតា	ប	ប្រតិបត្តិការ	SAMBAT / PMU		

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1	គង់ ត្រីយ៉ង់	ប្រុស	វេជ្ជបណ្ឌិត		0708855251	
2	វិគី ចាន់ថា	ស្រី	ជំនួយការវេជ្ជបណ្ឌិត		09793001117	
3	NORIN KARAN	M	AGIST AM.	PHU KIM ENG.	077 777811	
	លោក. ឃុត វិសុដ្ឋ	ប	ប្រធានផ្នែកសង្កេត និង វាយតម្លៃ	SAAMBAT/PHU		
	លោកស្រី. ឃុន ឡុងឡុង	ស	ប្រធានផ្នែកហិរញ្ញវត្ថុ	—		
	លោកស្រី. ហង់ ក្រីក្រស	ស	— គណនេយ្យ	—		
	លោក. ហាយ សុខា	ប	— បរិច្ឆាស និង ការព្រួយ	—		
	លោកស្រី. អ៊ុយ ល្អិតណា	ស	ប្រធានផ្នែកហិរញ្ញវត្ថុ	—		
	លោកស្រី. វិស័ ឃីណេដ	ស	ប្រធានផ្នែកហិរញ្ញវត្ថុ	—		
	លោក. ស្រី វិស	ប	ប្រធានផ្នែកហិរញ្ញវត្ថុ និង គណនេយ្យ	—		
	លោក. វិស លុណា	ប	— ប្រធានផ្នែក និង វាយតម្លៃ	—		
	លោក. ឃី ហ៊ុតា	ប	— បច្ចេកទេស	—		
	លោក. ហង់ ឃីនឡុង	ប	ប្រធានផ្នែកហិរញ្ញវត្ថុ និង គណនេយ្យ	—		



ក្រសួងកសិកម្ម រុក្ខាប្រមាញ់ និងនេសាទ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធដនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជប្រតិបត្តិកម្មកសិករ

**ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ**

កិច្ចប្រជុំស្តីពី











បេសកកម្មត្រួតពិនិត្យ និងវាយតម្លៃលើវឌ្ឍនភាពនៃការអនុវត្តគម្រោង

ថ្ងៃទី 13 ខែ កញ្ញា ឆ្នាំ 2024 ម៉ោង

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	លោកជំទាវ. ហ៊ុន ណារ៉ុន	ប	ប្រធានគម្រោង	SAAMBAT / PMU		
2.	លោកជំទាវ. គ្រីស្ទ ប៊ុន	ប	នាយកគម្រោង	SAAMBAT / PMU		
3.	លោក. ហ៊ុន ស៊ីវិច	ប	ប្រធានគម្រោង	SAAMBAT / PMU		
4.	Duy Phan Toan	M	Procurement Specialist	IFAD		
5.	Esha Singh	F	Global Technical	IFAD		
6.	Tuhan Abrams	M	Rural Development Specialist	IFAD		
7.	Danela Morra	F	Environmental Specialist	SECAI		

60 គត / 13 គត. ហត្ថលេខា

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
14	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
15	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
16	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
17	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
18	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
19	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
20	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
21	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
22	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
23	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
24	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
25	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី
26	ស៊ីវី សុភាព	ស	អគ្គនាយក	ឃុំ ៩ ព្រៃកន្ទីរ	ព្រៃកន្ទីរ	ស៊ីវី

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1	CHHUN PHANORAK	M	Site Manager	K.B.H.	K.B.H.	
2	Chhien Thi Sreny	M	PM	KBH	012306060	
3	Roeyun Phally	M	PTC	Renardet - SPI	010312167	
4	VEN VANDAN	M	Road-Inspector	SPI	015455846	
5	Robert JEANNEVILLE	M	Team leader	SPI	076920922	
6	NGOPheathra	M	Engineer	MAA	093801302	
7	Sin Chankrisna	M	Site Engineer		069687482	
8	Sok Sovathpanha	M	Engineer	K.B.H	K.B.H	
9	Bong Thorm	M	Foreman	K.B.H	K.B.H.	
10	Rachele Arcese	F	Programme officer	SPAD		
11	Hien Hinh Vu	F	M&E & KM. specialist	SPAD		
12	លោក. វ៉ិស ឈុយ៉ាត	M	Admin officer	PHU		
13	លោក. វ៉ិស វិសិត	M	លោកវិទ្យា. វ៉ិស. វិសិត / លោកវិទ្យា	PHU		

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1	ស្រី គុណ	ស	កម្មវិធី		ភ្នំពេញ	[Signature]
2	ស្រី ប៊ុនស៊ីន	ស	សម្រប ប្រកាស		ប្រកាស	[Signature]
3	ស្រី ប៊ុនស៊ីន	ស	មេតូម ព្រះបរមរាជវាំង		ព្រះបរមរាជវាំង	now
4	ស្រី ប៊ុនស៊ីន	ស	សម្រប ប្រកាស		សម្រប ប្រកាស	[Signature]
5	ស្រី ប៊ុនស៊ីន	ស	មេតូម ព្រះបរមរាជវាំង		ព្រះបរមរាជវាំង	Soldier
6	ស្រី ប៊ុនស៊ីន	ស	មេតូម ព្រះបរមរាជវាំង		ព្រះបរមរាជវាំង	[Signature]
7						[Signature]
8	ស្រី ប៊ុនស៊ីន	ស	មេតូម ព្រះបរមរាជវាំង		ព្រះបរមរាជវាំង	
9	ស្រី ប៊ុនស៊ីន	ស	សម្រប ប្រកាស		សម្រប ប្រកាស	[Signature]
10	ស្រី ប៊ុនស៊ីន	ស	សម្រប ប្រកាស		សម្រប ប្រកាស	[Signature]
11	ស្រី ប៊ុនស៊ីន	ស	សម្រប ប្រកាស		សម្រប ប្រកាស	[Signature]
12	ស្រី ប៊ុនស៊ីន	ស	សម្រប ប្រកាស		សម្រប ប្រកាស	[Signature]
13	ស្រី ប៊ុនស៊ីន	ស	សម្រប ប្រកាស		សម្រប ប្រកាស	[Signature]

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
	លោកគ្រូ. គួន ធីតា	ស្រី	ប្រតិភូគ្រូបណ្ណាវត្ត	PMU		
	លោកគ្រូ. ហង់ គ្រីស្តា	ស្រី	— គណនេយ្យ	PMU		
	លោក. សាយ សុខា	ប្រុស	— បរិច្ឆាស និង សង្គម	PMU		
	លោកគ្រូ. ដួង សុវណា	ស្រី	ប្រតិភូគ្រូបណ្ណាវត្ត	PMU		
	លោកគ្រូ. ឌីន ប៊ុនណារី	ស្រី	ប្រតិភូគ្រូបណ្ណាវត្ត	PMU		
	លោក. ឌីន វិស	ប្រុស	ប្រតិភូគ្រូបណ្ណាវត្ត និង សង្គម	PMU		
	លោក. វិស សុភាណី	ប្រុស	— ក្រុមការងារ វេជ្ជសាស្ត្រ	PMU		
	លោក. វិស សុភា	ប្រុស	— បច្ចេកទេស	PMU		
	លោក. ហង់ ប៊ុនធីតា	ប្រុស	ប្រតិភូ បរិច្ឆាស និង សង្គម	PMU		
	លោក. វិស ចន្ទា	ប្រុស	គ្រូបណ្ណាល័យ	PMU		
	លោក. សាន វណ្ណ	ប្រុស	គ្រូបណ្ណាល័យ	PMU		
	លោក. វិស វណ្ណ	ប្រុស	គ្រូបណ្ណាល័យ	PMU		
	លោក. វិស សុភាណី	ប្រុស	គ្រូបណ្ណាល័យ	PMU		



ក្រសួងកសិកម្ម រុក្ខាប្រមាញ់ និងនេសាទ



គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធជនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបរិយាកាសកសិកម្ម

**ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ**




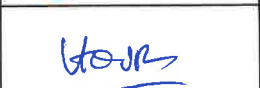



កិច្ចប្រជុំស្តីពី

បេសកកម្មត្រួតពិនិត្យ និងវាយតម្លៃលើវឌ្ឍនភាពនៃការអនុវត្តគម្រោង

ថ្ងៃទី 12 ខែ ធ្នូ ឆ្នាំ 2024 ម៉ោង

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1	ឯកឧត្តម ភ្នំ សារា	ប	ល្អិតស្របស្រុកក្រាំង	SAAMBAT-PMU		
2	ឯកឧត្តម វិសាល ប័យ	ប	នាយកក្រាំង	SAAMBAT-PMU		
3	លោក ហួង វិសាល	ប	ប្រធានគ្រប់គ្រងក្រាំង	SAAMBAT-PMU		
4	Frew Behabtu	M	IFAD Country Director	IFAD		
5	Cheung Kevin	M	Senior - Engineer	IFAD		
6	Esha Singh	F	Global Technical Specialist	IFAD		
7	Duy Phan Toan	M	Procurement Specialist	IFAD		





ឯកឧត្តម វិសាល ប័យ
12/12/2024

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
8	Julian Abrams	M	Rural Development Specialist	IFAD		
9	Daniela Horra	F	Environmental & Climate specialist	SECAR		
10	Bryan Porvart	M	EU head of Operation	EU		
11	Kmy Leng Hour	M	EU Project Developer	EU		
12	លោក. ជិន គន្ធា	ប	ប្រតិបត្តិករគម្រោង បណ្តាញស្រូវ	PRU		
13	លោក. ជិន គន្ធា	ប	ប្រតិបត្តិករគម្រោង	PRU		
14	លោក. គុយ គុយ	ប	គុយ	PMU		
15	លោក. គុយ គុយ	ប	ប្រតិបត្តិករគម្រោង គម្រោង គុយ គុយ	PMU		
16	លោក. គុយ គុយ	ប	ប្រតិបត្តិករគម្រោង	PMU		
17	លោក. គុយ គុយ	ប	ប្រតិបត្តិករគម្រោង	PMU		
18	លោក. គុយ គុយ	ប	ប្រតិបត្តិករគម្រោង	PMU		
19	លោក. គុយ គុយ	ប	ប្រតិបត្តិករគម្រោង	PMU		
20	លោក. គុយ គុយ	ប	ប្រតិបត្តិករគម្រោង	PMU		

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	លោក. លេង លីន	ប.	នាយកដ្ឋាន	អង្គការស្រុកស្រាវ	099 96 84 29	
2	លោក. ហេង ឈន់	ប	ប្រធានការងារ	សិប្បករកម្ពុជា		
3	លោក. ហេង ឈន់	ប	"	"		
4	លោក. ហេង ឈន់	ប	ប្រធានការងារ	"		
5	លោក. ហេង ឈន់	ប	"	"		
6	លោក. ហេង ឈន់	ប	"	"		
7	លោក. ហេង ឈន់	ប	"	"		
8	លោក. ហេង ឈន់	ប	"	"		
9	លោក. ហេង ឈន់	"	"	"		
10	លោក. ហេង ឈន់	"	"	"		
11	លោក. ហេង ឈន់	"	"	"		
12	លោក. ហេង ឈន់	ប	"	"		
13	លោក. ហេង ឈន់	ប	"	"		

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
	លី គួន	ប	មេឃុំ	ភ្នំក្រវាញ	092244872	
	ស្រី គួន	ស	អំប៊ុន	ភ្នំក្រវាញ	092419642	
	លី សីសា	ស	ក្រុមប្រឹក្សាឃុំ	ភ្នំក្រវាញ	017480212	
	កង ច័ន្ទធម្ម	ប	ក្រុមប្រឹក្សាឃុំ	ភ្នំក្រវាញ	078338226	
	កង សុភា	ស	អំប៊ុន	ភ្នំក្រវាញ	016343611	
	ហ៊ុន ធីតា	ប	មេឃុំ	ស៊ីឡូកកោះ	0969112278	
	ស្រី សុផា	ប	មេឃុំ	ឡូហ្វា	017426701	
	អ៊ុំ ចាន់	ប	អនុឃុំ	ឡូហ្វា	089618187	
	ហង់ ណារី	ស	សមាជិកឃុំ	ឡូហ្វា	078767706	
	នី សុខា	ស	សមាជិកឃុំ	ឧស្សាហកម្ម	0979515717	
	ស្រី សុផា	ប	សមាជិកឃុំ	ក្រសួងកសិកម្ម	093742447	
	ចាន់ ចាន់	ប	ប្រធានក្រុម	ស៊ីឡូកកោះ	0888342778	
	អ៊ុំ. ណារី	ប	ប្រធានក្រុម	ស៊ីឡូកកោះ	071223.1102	

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
14	ស្រី ឈន់	ស	ប្រតិបត្តិការ	ស្ថាប័ន		
15	ឈន់ សុខា	ស	"	"		
16	ស្រី ឈន់	ស	"	"		
17	ឈន់ ឈន់	ស	"	"		
18	ឈន់ ឈន់	ស	"	"		
19	ឈន់ ឈន់	ស	"	"		
20	ឈន់ ឈន់	ស	"	"		
21	ឈន់ ឈន់	ស	"	"		
22	ឈន់ ឈន់	ស	"	"		
23	ឈន់ ឈន់	ស	ប្រតិបត្តិការ	ស្ថាប័ន	0973758128	
24	ឈន់ ឈន់	ស	ប្រតិបត្តិការ	PHU		
25						
26						

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1	Khann Bynthoem	M	Site Engineer	(KBH)		
2	Pharith Siden	M	Site Engineer	(KBH)	0888 919240	
3	Saksavorthpangk	M	Site Engineer	(KBH)		
4	Chhun Thea Day	M	PM	KBH		
	លោក. ហ៊ុន វ៉ែន	ប	ប្រតិបត្តិករស្ថានីយ៍ - កម្ពុជា	PMU		
	លោក. គឹម សុផាន	ប	ប្រតិបត្តិករស្ថានីយ៍	PMU		
	លោក. ឈីវ ហុកា	ប	បច្ចេកសាស្ត្រ	PMU		
	លោក. ពៅ ប៊ុនឡុង	ប	ប្រតិបត្តិករស្ថានីយ៍ អគ្គិសនី	PMU		
	លោក. វ៉ែន ចន្ទ	ប	ប្រតិបត្តិករ	PMU		
	លោក. សាន គី	ប	ប្រតិបត្តិករ	PMU		
	លោក. ហ៊ុន ភីសាន	ប	ប្រតិបត្តិករ	PMU		
	លោក. វ៉ែន សុផាន	ប	ប្រតិបត្តិករ	PMU		
	លោក. ហ៊ុន សុផាន	ប	ប្រតិបត្តិករ	PMU		



ក្រសួងអភិវឌ្ឍន៍ជនបទ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធជនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបរិយាកាសកសិកម្ម














**ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ**










កិច្ចប្រជុំស្តីពី













Kick off meeting -Supervision Mission

ថ្ងៃទី ១១ ខែ កញ្ញា ឆ្នាំ២០២៤ ម៉ោង ០៩:០០ ព្រឹក

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	ឈ. វិ. វិជ្ជា រតនា	ប្រុស	អ្នកគ្រប់គ្រងគម្រោង	PMU-MRD		
2.	ឈ. វិ. វិជ្ជា ស៊ីម	ប្រុស	នាយកគម្រោង	PMU-MRD		
3.	ហ៊ុន វិជ្ជា	ប្រុស	ប្រធានគ្រប់គ្រងគម្រោង	PMU-MRD		
4.	គឹម ស៊ីម វិជ្ជា	ប្រុស	ប្រធានផ្នែកបច្ចេកទេស	PMU-MRD		
5.	Vu Hien	F	IFAD M&E	IFAD		
6.	PHAN DOY TOAN	M	IFAD Consultant	IFAD		
7.	Pinreak Syos	M	Proj/Env. Specialist	IFAD		

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
8	Daniela Morra	F	Senior social, Environmental Specialist	IFAD	da.morra@ ifad.org	
9	Eshwar Singh		Technical Specialist ICT4D in Agriculture	IFAD	e.singh@ifad.org	
10	John Abraham	M	TU/ Rural Devt Specialist	IFAD	johnabraham@ gmail.com	
11	RACHELE ARCESE	F	Programme Officer	IFAD	r.arcese@ifad.org	
12	FREW BEHABTU	M	COUNTRY DIRECTOR	IFAD	f.behabtu@ifad.org	
13	លី យ៉ាង	្រុំ	PMU	MRD		
14	Chemeng Thangy	M	Program Manager	IHPD		
15	Panharuth Heng	M	Team leader	BooleMeBus - SP3	panharuth@boolemebus.com	
16	You Porny	F	KM	PMU		
17	NORPECTAS DANİYAROV	M	Finance officer	IFAD	n.daniyarov@ifad.org	
18	Chhuon Thauritha	M	NGIC, PIU/MEF	PIU/MEF	thauritha.chhuon@gmail.com	
19	Heng Sreysros	F	Chief of Acc. Unit	SAAMBAT-PMU	sreysros.heng@gmail.com	
20	SUN SOKHENG	M	contract manager	SBK RTD	sokhengson@yahoo.com	

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
21	Sok Heng	M	SAAMBAT Project	Nuppun	Phnom Penh	
22	BRYAN FORVARI	M	EU Head of Cooperation	European Union	017333838	
23	Vladimir BOJANOVIC	M	EU Delegation	European Union	-	VL
24	KIAT LENG HOOT	M	EU Delegation	"	012 88214	
25	Robert JEANNEVE	M	SPI Team leader	Renardet	076 9209622	
26	Roeun Phally	M	SPI PTC	Renardet	010 312167	
27	Kim Dalm	F	SAAMBAT - PMU	MAD	017597950	
28	Sem Pola Sreypeou	F	SECAP Consultant	IFAD	012 909 880	
29	Noon Kongschanda	F	Chief of Finance Unit	HRD	0878121777	
30	Teng Deteun	F	Em Consultant	MAD/PMU	012 323 787	
31	NGO Phaktra	M	Engineer	MAD	093 801 307	
32	Hou Usud	F	Skills Enterprise Consultant	MEF	012 981071	

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
33	Khunoch Linny	M	chief of community & gender	MRD	092858313	
34	Sok Narom	M	NACE	MEF-PIU	012 830256	
35	Sim Pros	M	officer	MRD/PMU	0713447070	
36	Heng Chamroern	M	IT	Optistech	098522822	
37	PHORN Phary	F	IT	Optistech	086 87 2783	
38	SPOANU VIN	M	ESS consultant	PMU - MRD	012 361661	
39	Hem Ratha	M	AgVC consultant	PIU-TSC	012 393 119	
40	Kuong Vutha	M	DTC	PIU-TSC	012 523 455	
41	LEAP ROTHY	M	Engineer	PMU-MRD	012 628872	
42	Kiv Sokviravann	F	Accounting officer	PMU-MRD	085 659595	
43	Sin Danuch	M	Admin-officer	PMU-MRD	016 808 608	
44	Kpm Sopor	M	M&E specialist	PMU-MRD	012636616	



ក្រសួងអភិវឌ្ឍន៍ជនបទ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធដនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបន្ថយកម្មកសិកម្ម

ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ

កិច្ចប្រជុំស្តីពី

Component 1 progress vs AWPB

ថ្ងៃទី ១០ ខែ កញ្ញា ឆ្នាំ ២០២៤ ម៉ោង ១៤:០០ រសៀល

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	Robert Jeanneret	M	SPI Team Leader	Renardet	076 9209622	
2.	លោក គីសាន	ប្រុស	ឧបនាយករដ្ឋមន្ត្រី	PMU - NRD		
3.	Robaldo Soumya	M	Social/Rettlement specialist	Renardet		
4.	Rooun Phally	M	SPI - PTC	Renardet	010312167	
5.	Tengy Bataum	F	MRD / PMU / Env Consultant		0123231567	
6.	Ours Ponnalea	M	Engineer	NRD / PMU		

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
7	NGO Phaktra	M	Engineer	MRD	093 602 307	
8	Khoudi Linmy	M	Chief of community & Gender	MRD	012 858313	
9	Chhnou Thavrit	M	NGTC	PIU / MEF	012 825591	
10	SUN SOKHENG	m	contract Manager	SBK R&D	012 646882	
11	Kim Sopha	M	M&E Specialist	PMU / MRD	012636616	
12	SPOAN VIN	M	ESS consultant	PMU - MRD	012361661	
13	Julian Abrams	M	Consultant	IFAD	016995524	
14	Rachele Arcese	F	PROGRAMME OFFICE	IFAD	r.arcese@ifad.org	
15	Hien Vu	F	M & E	IFAD		
16	PHAN DUY TOAN	M	Procurement Consultant	IFAD		
17	Sem Tolasreypeou	F	SECAP consultant	IFAD	092909880	
18	Daniela Morra	F	Env & Social Specialist (SECAP)	IFAD	da.morra@ifad.org	



ក្រសួងអភិវឌ្ឍន៍ជាតិ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធជនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបរិយាកាសកសិកម្ម

ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ

កិច្ចប្រជុំស្តីពី

External meeting with bank

ថ្ងៃទី ១១ ខែ កញ្ញា ឆ្នាំ ២០២៤ ម៉ោង ០៩:០០ ព្រឹក

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	លុច ក្រីសាន	ប្រុស	ប្រធានគ្រប់គ្រងគម្រោង	PMU-MRD		
2.	ក្រឡា ឡូឡូ	ស្រី	PM	EU Delegation	០២៨៨២១២១	
3.	Jahn Abrams	M	Consultant	IFAD	016995504	
4.	KEVIN CHEUM	M	SENIOR ENGINEER	IFD	K.CHEUM@IFD-029	
5.	FREW BEHABTU	M	CD	IFAD	f.behabtu@ifad.org	
6.	ស៊ី ភីស៊ី	M	Engineer	MRD	093 801 307	
7.	Kim Sopor	M	MVE	PMU-MRD	#12636616	



ក្រសួងអភិវឌ្ឍន៍ជាតិ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធដនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបរិយាកាសកសិកម្ម














**ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ**

កិច្ចប្រជុំស្តីពី

M&E Knowledge Management, Social Inclusion and Gender

ថ្ងៃទី ១៦ ខែ កញ្ញា ឆ្នាំ ២០២៤ ម៉ោង ០៩:០០ ព្រឹក

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តំណាង Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	ឌុច ផ្ការាត	ប្រុស	ប្រធានគម្រោងគាំទ្រកសិករ	PMU- MRD		
2.	ហិន ឫទ្ធិ	ប្រុស	M&E	MEF- PIU		
3.	NGO Phaktra	M	Engineer	MRD	093 801 867	
4.	Kuongvutha	M	Information Technology Coordinator	MEF-TSC	012 523 455	
5.	Chhinon Thavritth	M	NGTCL	MEF- PIU	012 82 55 91	
6.	RACHELE ARCESE	F	IFAD ML	IFAD		
7.	Selvan ABRAMS	M	Consultant	FAO/IFAD	016 995 524	

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
8	Vu Hien	F	M & E	IFAD		
9	Daniela Moroz	F	SECAP Specialist	IFAD	do. moroz@ ifad.org	
10	Kim Sopov	M	M&E	AMU-MRD.	012656616	
11	SPOANN Uin	M	ESS consultant	PMU-MRD	012361661	
12	You Pormy	F	KM	PMU	012617092	
13	Reth Monita	F	Finance Assistant	PMU-MRD	016 243 568	
14	Arng Povmanich	M	Procurement officer	MRD - PMU	089 688 181	
15	Dy Socheata	F	Admin Assistant	MRD-PMU		
16	Kim Dalin	F	procurement officer	— —	017597950	
17	Koun Sin	M	Admin Officer	— —	093 411 670	
18	Kim Khemir	M	Procurement officer	— —	095 99 1456	
19	Sin Danuch	M	Admin	— —	016 808 608	
20	Heng Steynoch	F	Admin	— —		



ក្រសួងព្រះបរមរាជវាំង

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធជនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបរិយាកាសកសិកម្ម

**ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ**

កិច្ចប្រជុំស្តីពី

Financial Management

ថ្ងៃទី ១៦ ខែ កញ្ញា ឆ្នាំ ២០២៤ ម៉ោង ១៥:០០ រសៀល

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	ឡុង ស៊ីវាត	ប្រុស	ប្រធានគ្រប់គ្រងគម្រោង	PMU-MRD		
2.	ឡុង វិស	ប្រុស	អគ្គនាយក - គម្រោង	PMU-MRD		
3.	NGO Phetrtra	M	Engineer	PMU-MRD	093 801302	
4.	Teang Bataua	F	FM consultant	—		
5.	Horn Botum	M	M&E consultant	MEF-PTU		
6.	Chhuan Thavith	M	NGIC	—	012 825591	
7.	Vu Hien	F	M&E	IFAD		
8.	Noppucan DANAYARON	M	finance officer	IFAD	0915252034	



ក្រសួងកសិកម្ម រុក្ខាប្រមាញ់ និងនេសាទ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធដនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបរិយាកាសកសិកម្ម

ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ

កិច្ចប្រជុំស្តីពី

meeting with SP4

ថ្ងៃទី ១៧ ខែ កញ្ញា ឆ្នាំ ២០២៤ ម៉ោង ០៩:០០ ព្រឹក

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	Touch Siphat	M	Project Manager	PMU/MRD		
2.	Kim Sapor	M	M&E	PMU/MRD	sapor.kim@gmail.com	
3.	Hann Botum	M	M&E	MEF-PSU		
4.	Chhuan Thavith	M	NGTC	MEF-PIU	thavith.chhuan@gmail.com	
5.	Dr. Ranji Dhalal	M	Deputy Director	SBK Research & Dev.	rdhalal2010@gmail.com	
6.	Nea Channarith	M	Assistant Director	SBK R&D	neachannarith@sbkcam.com	
7.	Va Visal	M	Data Manager	SBK R&D	visal@sbkcam.com	
8.	Vu Hion	F	M&E	IFAD		



ក្រសួងអភិវឌ្ឍន៍ជនបទ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធជនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបរិយាកាសកសិកម្ម

ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ

កិច្ចប្រជុំស្តីពី

Social, Enviroment, Climate change and Road Safety

ថ្ងៃទី ១៧ ខែ កញ្ញា ឆ្នាំ ២០២៤ ម៉ោង ១៤:០០ រសៀល

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	ធីតា សុផាត	ប្រុស	ប្រធានគ្រប់គ្រងគម្រោង	PNV-MRD		
2.	ស្រីសេដ្ឋី	ស្រី	អ្នកប្រឈានប្រយោជន៍ SPI	SPI-Renardet	010312167	
3.	លោក. គារីដ្ឋី	ប្រុស	អ្នកប្រឈានប្រយោជន៍	PIU / MEF	02 82 55 91	
4.	លោក. វិហារ	ប្រុស	អ្នកប្រឈានប្រយោជន៍ - បណ្តុះបណ្តាល	PMU / MRD	012351661	
5.	លោក. ឃុំ	ប្រុស	M&E	PTU / MEF	077 55 43 44	
6.	លោក. គីម សុផាត	ប្រុស	M&E	PMU - MRD	012636616	
7.	Polenado Sanyay M	M	SPI - social	SRENARDET	01	



ក្រសួងកែច្នៃសេដ្ឋកិច្ច និងហិរញ្ញវត្ថុ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធផ្លូវជនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបន្ថយកម្មកសិកម្ម




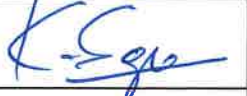







ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ

កិច្ចប្រជុំស្តីពី

Pre Wrap up

ថ្ងៃទី ២០ ខែ កញ្ញា ឆ្នាំ ២០២៤ ម៉ោង ១៤:០០ រសៀល

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	ឃុច កុំដាក	ប្រុស	ប្រធានគ្រប់គ្រងគម្រោង	PMU-MRD		
2.	ឌីន វិណ	ប្រុស	ប្រធានគម្រោង-ប្រតិបត្តិ	PMU-MRD	០១២៣៦១៦៦	
3.	ហ៊ិន ហ៊ុន	ប្រុស	ជំនួយ M&E	PMU-MEF	០១៥៥៤៣៤៤	
4.	ណេត ណារី	ប្រុស	NPEC	MEF-PTU	0121830256	
5.	Vu Hien	F	M&E	IFAD		
6.	Racheli Aron	F	IFAD RO	IFAD		
7.	NGO Pheantra	M	Engineer	MRD	093 802907	

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
8	Mr. CHHIN THIN	M	Engineer	MRD	017856865	
9	Touy Ratanha	F	FM C	MRD		
10	Kim Kemrin	M	Procurement Officer	MRD	095994456	
11	Kim Sopor	M	M&E	MRD - PMU	012636616	
12	Sim Danuh	M	Admin	MRD-PMU		
13	Hou Vinat	F	Consultant	MEF/PIU	012981024	
14	KHIN Pisey	M	Operation Director	SP2.1	017888631	
15	Chhun Chavita	M	NGTC	MEF PIU	012825591	
16	Keong Nutha	M	DTC	MEF TSC	012523455	
17	Yon Porany	F	KM	PMU	012612092	
18	Julia Abrams	M	Rural Development Specialist	IFAD		



ក្រសួងកសិកម្ម រុក្ខាប្រមាញ់ និងនេសាទ

គម្រោងគាំទ្រនិរន្តរភាពហេដ្ឋារចនាសម្ព័ន្ធដនបទ
ដើម្បីទីផ្សារកសិករ និងពាណិជ្ជបន្ថយកម្មកសិកម្ម

**ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ**

កិច្ចប្រជុំស្តីពី

Wrap up and closing

ថ្ងៃទី២៣ ខែ កញ្ញា ឆ្នាំ២០២៤ ម៉ោង ១៥:០០ រសៀល

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
1.	ល.វ ឌីណា រតនា	ប្រុស	អ្នកគ្រប់គ្រងគម្រោង	PMU-MRD	០១២ ៤១១ 168	
2.	ឡុង ស៊ីសាក់	ប្រុស	គ្រប់គ្រងគម្រោង	PMU-MRD		
3.	Selen ABRAMOV	ៗ	Tea Lead	IFAD	០16 ០១១ 5504	
4.	FREW BENASTU	m	CD	IFAD		
5.	Pinreak Syos	M	Prog/Env. Specialist	IFAD	០12 822 977	
6.	CHHIN THH	M	Engineer	PMU	017856 865	
7.	Kuong Vutha	M	ITD	MEF/TSC	0925234 55	

ល.រ No.	គោត្តនាម/នាម Full Name	ភេទ Sex	តួនាទី Position Title	ភ្នាក់ងារ/ស្ថាប័ន Agency/Organization	អាសយដ្ឋានទំនាក់ទំនង Contact Details	ហត្ថលេខា Signature
8	លាង ធីន្យា	♂	ប្រធានគម្រោង & វិស្វករ	PMU	088643433	
9	ស៊ុន វិទ	♂	ESS consultant	PMU-MRD		
10	វ៉ាន់ វិទ	♂	Procurement	PMU	095991156	
11	Teng Patauc	F	EM consultant	PMU		
12	Hou Vimal	F	Consultant	PUW/MSEF	012 981071	
13	Sem Tole	F	ES Safeguards	IFAD	092 909880	
14	Kim Dalm	F	Procurement officer	MAD-PMU	017 59 7950	
15	Kim Sopor	M	M&E	MAD-PMU	012636616	
16	Robert Jeanerulle	M	SP1 TL	Renarded (SPI)	0769209622	
17	Roeun Phally	M	SP1 - PTC	Renarded (SP1)	810312167	
18	Sok Narom	M	NPCO	M&E-PTU	012 830356	
19	NGO Pheutra	M	Engineer	MRD	093 861 307	
20	nea chan Sumbath	M	SP1	SBK (SP1)		

Cambodia

Sustainable Assets for Agriculture Markets, Business and Trade Project Supervision Report

Appendix 6: Procurement

Mission Dates: 10/09/2024-08/10/2024

Document Date: 08/11/2024

Project No. 2000002278

Report No. 6835-KH

Asia and the Pacific Division
Programme Management Department

Appendix 6: Procurement

Executive Procurement Summary of the main supervision report (Parts I and II are for public disclosure)

- Desk review of the project's contracts portfolio.** *Rating moderately satisfactory (4).* The service provider (SP1) for feasibility studies, design and supervision of rural roads and VC infrastructure facilities was only on board from 15 March 2022. In additions, implementation progress of SP1 is also behind the schedule. So far, 6 contract amendments were made for the SP1 contract including replacements of the team leader (three times) and 6 key experts.
- The mission observed that the procurement process for work contracts was accelerated from early 2023. By September 2024, construction contracts were signed for all 7 packages under Phase 1 and package W-05A (25 July 2024) under Phase 2. Construction works were completed for 03 contracts W-01B Lot 1, W-01b Lot 2 and W-01 A Lot 2. The draft bidding document for the last work package W-06B using IFAD's financing was submitted to for IFAD's prior review on 13 September 2024. However, it is envisaged that construction works for W-06B package will be started in early 2025 and would not be able to complete before the project completion date 30 September 2025.
- SECAP risk management.** *Rating moderately satisfactory (4).* SP1 prepared sub-project safeguard documents for infrastructure investments including environment and social management plan (ESMP), road safety impact assessment (RSIA), environment and social impact screening (ESIS). The safeguard documents and feasibility study reports were reviewed and commented by MRD, EIB and IFAD for their finalization. Safeguard requirements were included in the technical specifications and bidding documents.
- The PMU staff attended IFAD SECAP training organized in Siem Riep in November 2023. However, it was observed that some contractors lack awareness of ESCMP contents and their responsibilities. Implementation of the ESMF needs to be improved to ensure proper communication with key stakeholders involved in implementation of ESCMP and the project Grievance Redress Mechanism. The field visit by the mission shows that VLDA were conducted and the VLDA report was prepared for W-04B. SP1 will continue the VLDA procedures and preparation of VLDA reports for the remaining work packages.
- Procurement Strategy/ Procurement Planning Process.** *Rating satisfactory (5).* PMU submitted the 1st draft 2024 procurement plan via OPEN and obtained IFAD no objection on 06 March 2024. So far, PMU's 2024 procurement plan was updated four times and the last update for work package W-06B was obtained IFAD's no objection on 12 September 2024. PIU submitted the 1st draft 2024 procurement plan and obtained IFAD no objection on 02 April 2024. So far, PIU's 2024 procurement plan was updated five times and the last update for additional 3 TVET training services was obtained IFAD no objection on 20 August 2024.
- By September 2024, total 20 construction contracts were signed for all 07 packages under Phase 1 and package W-05A (25 July 2024) under Phase 2. Construction works were completed for 03 contracts W-01B Lot 1, W-01B Lot 2 and W-01A Lot 2. Repackaging has been done for the remaining work packages under Phase 2. The work package W-05B is under the procurement process and the contracts are expected to award to contractors in October/November 2024. The draft bidding document for the last work package W-06B using IFAD's financing was submitted for IFAD's prior review on 13 September 2024. Implementation of this contract is envisaged to start in early 2025 and would not be able to complete by the project completion date 30 September 2025.
- Grant agreements for startup and innovation challenge fund (the 2nd cohort) were award to 5 grantees on 10 June 2024. Total 10 TVET training providers are under selection process and expected to be on board in September/October 2024.
- A new project management adviser was recruited and expected on board from 10 October 2024. A road designed engineer was contracted and on board from 02 September 2024. A technical specialist in start-up and innovation (to replace the one who has resigned from June 2023) and a national consultant for following up outcome of online business skill training are under recruitment.
- Processes and Procedures from Prequalification/Shortlisting to receipt of bids/proposals.**

Rating moderately satisfactory (4). Procurement notices were advertised on national daily newspaper (Kok Santepheap Daily), the procurement websites (<http://Bongthom.com>), the project website (<http://mrd.saambat.org>) and also on UNDB/IFAD website for ICB work packages or international consultant selections.

10. There were significant delays in selection of several service providers and individual consultants under Component 2. For instance, the requests for expression of interest for two consulting services (Master KAS Key Application Service Provider, and KAS Core Platform Operation, Support and Marketing Service Provider) was issued on 15 May 2024. The 1st extension deadline for EOI submission was 28 June 2024. However, by 15 September 2024, the EOI evaluation reports are still not completed. The implementation duration for Master KAS Key Application Service Provider and KAS Core Platform Operation, Support and Marketing Service Provider is 15 months as indicated in the TOR. It is envisaged that implementation of these consulting services might not be able to be completed by the project completion date. The recruitment of a technical specialist in start-up and innovation to replace the resigned consultant was started in March 2024. IFAD provided no objection to the combined evaluation report on 18 April 2024. However, contract negotiations were failed with the top-ranked three candidates and by 15 September 2025 this contract is still not finalised. For recruitment of a national consultant for following up outcome of online business skill training, the EOI submission deadline is 06 June 2024 but the contract is still not finalized after more than 3 months.
11. The selection procedures and process of TVET training providers followed the Guidelines for selection and award of training project. Total 37 TVET training proposals were submitted and 07 proposals were selected as planned. The project proposed to recruit 03 additional training providers from the short-listed ones using the available budget balance. The mission noted that the procurement and contract documents for 03 additional training services shall be submitted in OPEN for IFAD's prior review as required.
12. Challenge fund grantees for start-up and innovation were selected following the challenge fund guideline (revised version, 2023). The call for application/request for proposal was advertised on TSC website (www.techostartup.center) and Impact Hub Phnom Penh website from 24 October – 23 November 2023, and sent directly by email to 14 potential institutions. Total 24 applications submitted online by the application submission deadline, and 13 applications were passed the preliminary evaluation.
13. **Processes and Procedures for Evaluation and Contract Award.** *Rating moderately satisfactory (4).* For procurement subjected to IFAD prior review, the procurement documents were submitted to IFAD for review and no objection via NOTUS/OPEN. Post reviews of procurement and contract documents showed that procurement evaluations are in consistence with the evaluation criteria. Consultant remunerations were negotiated based on job requirements specified in the TORs and candidate's salary in the previous contracts.
14. The procurement process for work contracts was accelerated from early 2023. The bid evaluation reports show good evidence of competition with 4 - 10 bids submitted for each contract. The total contract price USD 57.30 million of 20 signed contracts is about USD 6.51 million (10.2%) lower than the total cost estimation USD 63.80 million.
15. Total 05 out of the shortlisted challenge fund applications were selected through a Pitch Day on 06 February 2024 for participation in a 16-week accelerator program. The challenge fund agreements were signed on 10 June 2024 for 15-month contract duration. The 1st payments were made for challenge fund grant agreements on 16 July 2024.
16. **Contract Management and Administration and CMT data.** *Rating moderately satisfactory (4).* Several long-term individual consultants were renewed their contracts (12-month duration) in 2023 and 2024. Performance assessments were conducted by line managers for renewals of long-term individual consultants. The service provider contracts specified clear deliverables and monitored closely by MRD-PMU and MEF-PIU.
17. There were delays in implementation of some work and service contract. The work contracts W-01B Lot 1 and W-01B Lot 2 were extended for more than 3 months, till 30 April 2024 due to additional work volumes and unfavorable weather conditions. Implementation durations of 4 challenge fund grants were extended for 06 months till 08 February 2024 for solving technical issues of newly-developed applications, getting more users to meet the targets and for integration into KAS

platform. The contract completion date for development of rural road design standard manual was 07 July 2023. However, the project has just submitted a request for the contract time extension to IFAD on 12 June 2024. The mission noted that any contract amendment if needed should be done before the contract completion date.

18. So far, six contract amendments were made for the SP1 contract relating to additional costs for materials investigations, cancel of Phase 3 and replacements of the team leader (three times) and 6 key experts. The procedures for contract amendments followed the contract terms and conditions and IFAD/EIB prior review requirements. Contract with SP5 – Challenge Fund Service Provider was amended in March 2024 according to reduction of scope of work (from initial 04 cohorts to 02 cohorts) due to time constraints for implementation of challenge fund contracts.
19. Data of contracts and contract implementation were inserted into the ICP Contract Monitoring Tool (ICP-CMT). Checking by the mission team on 15 September 2024, the last update of ICP-CMT by the project is dated 30 August 2024. Reviews of the ICP-CMT data by the supervision mission showed that data for some work and service contracts (Work contracts W-04b Lot 1, service contract for development of rural road design standard manual) need to be updated in the ICP-CMT.
20. **Record Retention.** *Rating satisfactory (5).* The procurement and contract documents requested by the mission for ex-post reviews are available and adequate.
21. **Overall procurement performance rating and justification.** The mission rated procurement as Moderately Satisfactory due to the following reasons: the MRD-PMU and MEF-PIU demonstrated transparency in managing the procurement process including adherence to SECAP-related procurement requirements; the procurement process for work contracts under Component 1 was accelerated from early 2023; there were significant delays in selection of several service providers and individual consultants under Component 2.

I. Agreed actions (public)

Actions	Responsibility	Deadline	Status
<p>Complete implementation of contracts by the project completion date:</p> <p>Complete implementation of all on-going contracts and any new contracts (goods, works, services, grants) by the project completion date except for expenditures to meet the costs of winding up the Project may be incurred after the project completion date and before the financing closing date.</p>	PMU, PIU, IAs	Ongoing	Agreed
<p>Update procurement implementation subject to post review in OPEN:</p> <p>Upload procurement and contract documents and data for goods/works/services/grants subject to post review in OPEN.</p>	PMU, PIU	15 Oct 2024 ongoing	Agreed
<p>Submit documents of additional 03 MoA with training providers for IFAD prior review:</p> <p>Submit procurement and contract documents of additional 03 MoA with training providers in OPEN for IFAD's review and no objection as required.</p>	PIU	15 October 2024	Agreed

Cambodia

Sustainable Assets for Agriculture Markets, Business and Trade Project Supervision Report

Appendix 7: Integrated Project Risk Matrix (IPRM)

Mission Dates: 10/09/2024-08/10/2024

Document Date: 08/11/2024

Project No. 2000002278

Report No. 6835-KH

Asia and the Pacific Division
Programme Management Department

Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	Moderate	Moderate
<i>Political Commitment</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Governance</i>		<i>No risk envisaged - not applicable</i>
<i>Macroeconomic</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Fragility and Security</i>		<i>No risk envisaged - not applicable</i>
Sector Strategies and Policies	Moderate	Moderate
<i>Policy alignment</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Policy Development and Implementation</i>		<i>No risk envisaged - not applicable</i>
Environment and Climate Context	Moderate	Moderate
<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project vulnerability to climate change impacts</i>	<i>Moderate</i>	<i>Moderate</i>
Project Scope	Moderate	Moderate
<i>Project Relevance</i>		<i>No risk envisaged - not applicable</i>
<i>Technical Soundness</i>	<i>Moderate</i>	<i>Moderate</i>
Institutional Capacity for Implementation and Sustainability	Substantial	Moderate
<i>Implementation Arrangements</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Monitoring and Evaluation Arrangements</i>		<i>No risk envisaged - not applicable</i>
Project Financial Management	Substantial	Moderate
<i>Project Organization and Staffing</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Budgeting</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project Internal Controls</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project Accounting and Financial Reporting</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project External Audit</i>	<i>Substantial</i>	<i>Moderate</i>
Project Procurement	Moderate	Moderate
<i>B.1 Assessment of Project Complexity</i>	<i>Moderate</i>	<i>Low</i>
<i>B.2 Assessment of Implementing Agency Capacity</i>	<i>Low</i>	<i>Low</i>
<i>Project Procurement Overall</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.1 Legal, Regulatory and Policy Framework</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.2 Institutional Framework and Management Capacity</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.4 Accountability, Integrity and Transparency of the Public Procurement System</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.3 Public Procurement Operations and Market Practices.</i>	<i>Low</i>	<i>Low</i>
Environment, Social and Climate Impact	Substantial	Moderate
<i>Biodiversity Conservation</i>	<i>Moderate</i>	<i>No risk envisaged - not applicable</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Substantial</i>	<i>No risk envisaged - not applicable</i>

Risk Category / Subcategory	Inherent risk	Residual risk
<i>Cultural Heritage</i>	<i>Moderate</i>	<i>No risk envisaged - not applicable</i>
<i>Indigenous People</i>	<i>Low</i>	<i>Low</i>
<i>Labour and Working Conditions</i>	<i>Substantial</i>	<i>No risk envisaged - not applicable</i>
<i>Community health, safety and security</i>	<i>Moderate</i>	<i>Low</i>
<i>Physical and Economic Resettlement</i>	<i>Moderate</i>	<i>No risk envisaged - not applicable</i>
<i>Financial intermediaries and direct investments</i>	<i>Low</i>	<i>No risk envisaged - not applicable</i>
<i>Climate change</i>	<i>Moderate</i>	<i>Moderate</i>
Stakeholders	Moderate	Low
<i>Stakeholder Engagement/Coordination</i>	<i>Moderate</i>	<i>Low</i>
<i>Stakeholder Grievances</i>		<i>No risk envisaged - not applicable</i>
Overall	Moderate	Moderate

Country Context	Moderate	Moderate
Political Commitment	Moderate	Moderate
Risk: - The country has faced recent international criticism following the last elections and the ongoing prosecution of the opposition leader, and EBA trade benefits from the EU have been partially withdrawn in March 2020. This will affect the garments sector most severely. Rice is also exported to the EU, but with low price elasticity. - Legal and regulatory frameworks remain weak	Moderate	Moderate
Mitigations: - With regard to the EBA withdrawal, there is limited impact on SAAMBAT, but some impact on the IFAD programme in the rice sector. IFAD is working with the Ministry of Commerce to ensure continued high standards of rice production and ensure rice farmers meet the standards/ requirements of EU or alternate rice importers (China). - Direct implications of weak legal framework on procurement and related processes are being managed through continuous support, review of contracts. - Overall, ensuring alignment with evolving legal/ regulatory framework ensured through absorbing lessons from the country portfolio and appointing a strong central PMU team. - The overall policy direction has been consistent, with Ministry of Economy and Finance guiding partners. The IFAD country team is in regular discussions with MEF and other implementing Ministries to anticipate and address any emerging risks. Additional TA and support to SAAMBAT mobilized from the European Investment Bank, that has cofinanced SAAMBAT to the tune of EUR 65.25 million (with a further grant of EUR 15 million provided by the EU), which will include TA.		
Governance		No risk envisaged - not applicable
No risk envisaged- overall institutional and political stability secure, Ministries have policy stability, Standard Operating Procedures for IFI-financed projects have been developed and validated by all major IFIs. MTR: the situation remains largely the same. SM 2024: No change		
Macroeconomic	Moderate	Moderate

<p>Risk:</p> <p>The inherent and residual risks are moderate, given that Cambodia has seen steady growth (consistently over 6% over two decades), and slowly reducing inequality.</p> <p>There will be three interlinked macro-economic risks that will materialise in the medium term:</p> <ul style="list-style-type: none"> - EBA withdrawal, that will severely affect exports (and consequently GDP growth) if mitigating actions are not taken by the Government (reference: latest assessments conducted by the UNCT). - The substitute export market of China will be dampened following the Covid pandemic and expected recession in China. - The tourism sector will suffer in Cambodia, with travel restrictions emerging across countries/ regions (situation still evolving as of mid-March 2020). <p>MTR: the economy remains stable and is recovering from the effects of the COVID pandemic. However, since increased spending on stimulus and relief during the pandemic, Government is placing increased emphasis on debt sustainability, meaning restrictions on the scope of activities to be financed by loans and close scrutiny of the terms of loan financing. This affects SAAMBAT as the EIB finance is more expensive than IFAD or other traditional DPs, though offset by complementary EU grant finance.</p> <p>Cost inflation (driven by international events) and fluctuations in the EUR/USD exchange rate constitute risks as there could be a shortfall of funding, particularly for Component 1 (infrastructure)</p> <p>SM 2024: Actual costs have proven somewhat lower than those estimated at MTR, so the project expects a small surplus overall.</p>	Moderate	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> - IFAD is in touch with WB/ ADB/ Ministries and other partners to anticipate and address any risks. The IFAD country team is in close and regular contact with senior officials of the Ministry of Economy and Finance and will anticipate and try and ensure the program is protected from any such risks. -The MTR: PMU and IFAD will monitor costs obtained from competitive bidding and the EUR/USD exchange rate to update estimates of costs and available resources. Government will consider mobilising additional resources in the event that a shortfall emerges. MEF and PMU will facilitate accelerated disbursement of the EIB loan, so reducing exchange rate risk. 		
<p>Fragility and Security</p>		No risk envisaged - not applicable
<p>No risk envisaged- overall institutional and political stability are secure. To be updated by end 2020 if any new findings are discovered during the first supervision mission.</p> <p>MTR: the political and security situation remain unchanged and no additional risk is envisaged due to the upcoming election</p> <p>SM 2024: No change</p>		
<p>Sector Strategies and Policies</p>	Moderate	Moderate
<p>Policy alignment</p>	Moderate	Moderate

<p>Risk:</p> <p>No major risk foreseen as SAAMBAT is aligned to the Country Strategic Opportunities Programme (CSPE extended COSOP up to 2021), with IFAD11 priorities and mainstreaming themes (gender transformative, youth mainstreamed and 71% of the finance is climate mainstreamed). Also closely aligned with relevant national priorities, given the design's close alignment with the Rectangular Strategy.</p> <p>MTR: SAAMBAT remains aligned with the COSOP 2022-2027. Government will commence a new policy to be guided by a Pentagonal Strategy from mid 2023 (after the election); however the key themes of SAAMBAT: rural infrastructure, technical skills training and digital development; are expected to remain as high priorities.</p> <p>SM 2024: SAAMBAT remains aligned with Government policy under the Pentagonal Strategy, and in line with the priorities of MRD as expressed to the Mission.</p>	Moderate	Moderate
<p>Mitigations:</p> <p>- IFAD will continue regular discussions with MEF/UNCT/ IFIs/ other partners to anticipate and address any risks.</p> <p>MTR: No policy alignment risk is foreseen. Accordingly, "residual risk rating is reduced to "Low" (maintained at SM 2024)</p>		
<p>Policy Development and Implementation</p>		No risk envisaged - not applicable
<p>No risk envisaged. SAAMBAT is very well aligned with the Pentagonal Strategy and Ministry priorities.</p>		
<p>Environment and Climate Context</p>	Moderate	Moderate
<p>Project vulnerability to environmental conditions</p>	Moderate	Moderate
<p>Risk:</p> <p>The SECAP review note identifies Category B for social and environmental risk, that is, the project may have some adverse environmental and/or social impact. But these impacts are site specific and can be readily remedied by appropriate preventive actions and/or mitigation measures.</p>	Moderate	Moderate
<p>Mitigations:</p> <p>MTR: The project conducts environmental and social impact screening for each sub project and assesses environmental and social impacts to recommend appropriate measures to integrate in sub-projects designs. The environment and social management plans (ESMPs) summarize impacts, solution measures, and proposed cost.</p> <p>The project has provision to exclude roads in environmentally sensitive areas or requiring significant land acquisition.</p> <p>The project supports to upgrade existing rural road. Though construction activities haven't started yet, anticipated environmental impacts, as per the ongoing feasibility study and environmental and social screening, are minimal.</p>		
<p>Project vulnerability to climate change impacts</p>	Moderate	Moderate
<p>Risk:</p> <p>The SECAP review note identifies moderate climate risk category, with appropriate recommendations for risk mitigation.</p> <p>Overall, Cambodia is vulnerable to climate change due to its reliance on rain-fed agriculture and lack of resources to cope with floods and droughts.</p>	Moderate	Moderate

<p>Mitigations:</p> <p>A detailed climate risk mitigation has been included in the ESMP (Annex I of SECAP).</p> <p>MTR: Climate change integration has been prioritized in the project approaches. Economic poles selection process has considered climate vulnerability as one of the key criteria. Climate proofed standards and opportunities for climate adaptation co-benefits criteria are clearly set for the component 1 activities. Climate vulnerability assessments are carried out for each sub projects. Climate adaptation measures mainly drainage, embankment, concrete sections, water underpass mechanism, and adequate elevation are integrated into the road design. So far, all road upgrade designs have incorporated climate adaptation measures in certain extent.</p>		
<p>Project Scope</p>	<p>Moderate</p>	<p>Moderate</p>
<p>Project Relevance</p>		<p>No risk envisaged - not applicable</p>
<p>No risk envisaged- extensive consultations were conducted during the design and the finalisation of the AWPB/ PP and relevance verified.</p> <p>MTR: Relevance of project objectives and activities is confirmed including through interaction with stakeholders.</p> <p>SM 2024: Relevance is re-confirmed</p>		
<p>Technical Soundness</p>	<p>Moderate</p>	<p>Moderate</p>
<p>Risk:</p> <p>There will be initial teething problems as the implementation of component 2 includes some innovative elements that are currently being developed in Cambodia- mapping of the skills sector, development of digital technologies to support agricultural value chains, promotion of digital technologies.</p> <p>MTR: no major issues of technical soundness have been identified. Gravel-paved roads have been dropped from the scope of Component 1 as it was observed that actual roads proposed for this technology would carry excessive traffic loads and could not be sustainable. Skills training and digital literacy training activities are of good quality. There are concerns over the capacity to fully deliver the KAS platform and suite of applications within the project period, and also about sustainability of the KAS.</p> <p>SM 2024: No new technical soundness risks have emerged. However there are remaining concerns over sustainability of KAS.</p>	<p>Moderate</p>	<p>Moderate</p>
<p>Mitigations:</p> <p>The design is in line with RGC expectations, MEF policies, the Pentagonal Strategy, and partner approaches in the country (WB/ ADB/ KFW).</p> <p>- MEF has established a high capacity team (senior officials from within MEF) to implement component 2. IFAD has provided additional support to partners, including development of capacity/ tools through the Korean grant. Support to the sector is also aligned with ADB's recent initiatives, and regular knowledge exchanges are being conducted across IFAD-ADB-MEF and partners to develop these sub-sectors and ensure risks are managed.</p> <p>MTR: Accelerated development plan and also sustainability plan for KAS to be examined by the next mission.</p> <p>SM 2024: KAS development plan to be revised in line with what is achievable in timescale, depending on whether an extension is agreed. KAS institutional arrangements to be confirmed.</p>		
<p>Institutional Capacity for Implementation and Sustainability</p>	<p>Substantial</p>	<p>Moderate</p>
<p>Implementation Arrangements</p>	<p>Substantial</p>	<p>Moderate</p>

<p>Risk:</p> <p>The programmatic approach requires inter-ministerial coordination. Infrastructure sustainability is an issue in Cambodia.</p> <p>Component 2 on skills and technology is innovative and therefore will be challenging to implement.</p> <p>Government priorities might shift over 2020 based on the economic shocks from the coronavirus pandemic. Already some indication that government capacity and efforts might be diverted from other sectors (including rural infrastructure) to health.</p> <p>MTR: SAAMBAT continues to enjoy high priority and support from strong implementation teams. The programmatic approach is considered to have increased complexity but does not appear to be a major reason for the delayed implementation status of the project.</p> <p>However, serious delays occurred during the inception phase of the project, due primarily to the COVID pandemic. Consequently, the project is at risk of not achieving full implementation in two areas (1) Component 1 works, despite a reduction in scope; and (2) full development and roll-out of the KAS including sustainability arrangements.</p> <p>SM 2024: it is now clear that the important project activities (Component 1 roads, KAS development) cannot be completed by PCD. The Government is considering whether to propose a no-cost extension.</p>	Substantial	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> - The appointed project team has extensive experience working with other DPs project such as WB and ADB. - Effective coordination and allocation of staff and resources by Ministries to ensure the success of the programmatic approach will be ensured through the following processes: <ul style="list-style-type: none"> -- Dedicated staff and resources committed by the Ministries to the implementation of the approach. -- AWPBs being aligned. -- MSP (stakeholder consultations) on the ground to be aligned and shared between AIMS/ ASPIRE/ SAAMBAT. - Sustainability of infrastructure investments will be addressed through clear agreements for maintenance financing at national (MRD) or local (Commune) level; best practice examples from other rural infrastructure sector projects have been incorporated, and engagement with policy and capacity building will be done in partnership with lead donors in the sector (ADB, AFD etc.). <p>MTR: a sustainability strategy for infrastructure has been drafted and the MTR has provided comments for further improvement.</p> <ul style="list-style-type: none"> - Component 1 has a highly competent management team. Delays resulted mainly from late recruitment of the engineering services provider (SP1) and there have also been some contract management difficulties in the first year of SP1 operations. Consequently implementation of Component 1 is seriously behind schedule, though currently performing according to an accelerated workplan which should result in the reduced scope of works being fully completed within the project period. However, there remains a risk that works cannot be completed in the project period if further serious delays occur. Continued improved performance of the SP1 (under a new leadership team) will be central to avoiding delays. - Component 2 is being directly managed by MEF, the nodal Ministry for all development financed projects and the centre for key national initiatives (Digital Economy being implemented through the Techo Startup Centre, skills development through the Skills Development Fund). MEF has placed high capacity staff to manage the activities. MTR: Delayed development of the KAS satellite apps and Challenge Fund are related to lack of service providers with adequate capacity. TSC will prepare a workplan to accelerate development of the KAS, its satellite applications and the related Challenge Fund, to ensure completion by the PCD. In view of the residual risk of the project failing to achieve full completion of the important infrastructure and KAS activities, the residual risk is increased to Substantial. <p>SM 2024. Risk maintained at Substantial. IFAD will consider any proposal for extension on merits, including the soundness of the plan for completion of activities within the extension period.</p>		
<p>Monitoring and Evaluation Arrangements</p>		No risk envisaged - not applicable

Clear M&E procedures and staff in place. MTR: M&E performance is good, with strong systems and dedicated personnel.		
Project Financial Management	Substantial	Moderate
Project Organization and Staffing	Moderate	Moderate
Risk: FM coordination and capacity has continuously improved with the onboarding of current FM Specialist and FM Assistant in Sept 2022. The PMU has a right mix of government seconded and externally recruited consultants for FM. The PIU has one FM consultant. However, due to limited workload during the remaining project implementation period, it has been decided not to hire additional staff for PIU finance team.	Moderate	Moderate
Mitigations: N/A		
Project Budgeting	Substantial	Moderate
Risk: Budget for 2024 is very optimistic. The project team plans to start active implementation of infrastructure sub-projects. The revised 2024 AWPB envisages spending of US\$31.9 million, including IFAD loan of US\$17.9million. Actual budget execution rate is low (30%) as of the mission date. However, execution rate is expected to improve during the remaining of 2024. The PMU and PIU has adequate resources and systems to prepare budget and monitor its execution.	Substantial	Moderate
Mitigations: 1) Thorough review of AWPB and close monitoring and follow-up of budget execution. (2) Ensure timely GoKC prior approval of AWPB to avoid delays in budget execution and disbursements		
Project Funds Flow/Disbursement Arrangements	Substantial	Moderate
Risk: The project has in place a reliable banking arrangements for DA and PA operations. Funds are made available from all sources in a timely manner. Internal processing of payment documents are also satisfactory. However, approval of WA and IFRs within government institutions takes time and the process is lengthy. EIB funds disbursements are delayed due to EIB and internal government slow decision making and high cost of EIB loans at the current global interest rates. The PMU needs to start collecting necessary supporting documents for the Beneficiary In-Kind contributions.	Substantial	Moderate
Mitigations: (1) Formulate realistic cash forecast to maintain adequate DA advances thus ensuring project liquidity. (2) Timely submission in ICP of WA's and IFRs. (3) Close coordination with EIB and maintaining adequate understanding of applicable policies and procedures to ensure fulfilment of conditions and timely disbursement of EIB loan proceeds and AIF grant. (4) Implement adequate guidelines and procedures in mobilizing, recording, and reporting beneficiary contributions.		
Project Internal Controls	Substantial	Moderate

<p>Risk:</p> <p>Adequate policies and procedures are adequately in place for the Project.</p> <p>PIU has engaged internal audit consultant.</p> <p>PMU will engage MRD's internal audit unit for the internal audit of the PMU operations.</p> <p>Sample transactions review noted that a payment of a few invoices were delayed. In addition, under PIU training conytracts, payments were made to company owner's bank account instead of company's bank account.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>Ensure that invoices are paid timely.</p> <p>Contracts signed must have company bank accounts as a beneficiary bank account (when contracts signed with companies) and payment terms of contracts signed must be adhered to.</p>		
Project Accounting and Financial Reporting	Substantial	Moderate
<p>Risk:</p> <p>PMU and PIU use SAGE 50 accountng software for the accounting record keeping and financial reporting. The software is maintained timely and records are accurate. The Project uses the new IFRs Package in ICP beginning for the 3Q2022 period, which is due within 45 days after the end of each calendar quarter. The PMU consolidates data from PIU.</p> <p>The Project to date has still to report any contributions from beneficiaries.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>1) Ensure timely submission of satisfactory quarterly IFRs Package.</p> <p>(2) Implement adequate guidelines and procedures in mobilizing, recording, and reporting in-kind beneficiary contributions.</p>		
Project External Audit	Substantial	Moderate
<p>Risk:</p> <p>Audit report for the year ended December 31, 2023 was submitted to IFAD within agreed deadline. However, audit report did not fully meet IFAD's and audit contract TOR requirements. IFAD decided to accept audit reports. However, it will work with MEF to ensure that a new contract to be signed by MEF will meet IFAD's requirements and monitor its compliance during contract execution.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>Close coordination with auditors to comply and satisfy IFAD audit requirements, including timely submission of acceptable audit report.</p>		
Project Procurement	Moderate	Moderate
B.1 Assessment of Project Complexity	Moderate	Low
<p>Risk:</p> <p>- Project investment value is high. Project area is geographically spread in 50 economic poles of 20 provinces.</p>	Moderate	Low
<p>Mitigations:</p> <p>- Implement the project in phases.</p> <p>- Project Steering Committee conduct biannual meetings on project plans and strategic actions.</p>		
B.2 Assesment of Implementing Agency Capacity	Low	Low

<p>Risk:</p> <p>Project procurement personnel capabilities and procurement resources (systems and facilities) are generally consistent with IFAD's requirements. Procurement planning process, procurement management and contract administration systems, internal control /audit procedures and record keepings are in general effective and in consistence with IFAD's requirements, except gaps in preparation of procurement strategy, delays incurred in procurement and implementation of planned activities</p>	Low	Low
<p>Mitigations:</p>		
<p><i>Project Procurement Overall</i></p>	<i>Moderate</i>	<i>Moderate</i>
<p>Risk:</p> <ul style="list-style-type: none"> - Overall, Legal, regulatory and policy framework are clear and mainstreamed with international procurement practices. The public procurement system operates with integrity, that has appropriate controls, and that has anti-corruption measures in place. There are some constraints on application of e-procurement, access to information by the public, monitoring procurement performance, effective sanction and enforcement system, and training to conduct procurement audit. - Project procurement personnel capabilities and procurement resources (systems and facilities) are generally consistent with IFAD's requirements. Procurement planning process, procurement management and contract administration systems, internal control /audit procedures and record keepings are in general effective and in consistence with IFAD's requirements, except gaps in preparation of procurement strategy, delays incurred in procurement and implementation of planned activities. 	Moderate	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> - Procurement Law may be amended to require procuring agencies regularly update reports and disclose information related to procurement processes including contract awards on their website and such information may be made available to interest bidders, when required. - Develop the online national procurement portal including a module for procurement data management. - Conduct prior reviews of the draft procurement plans to ensure compliance with the LtB/LtR, addressing procurement risks and value for money. 		
<p><i>A.1 Legal, Regulatory and Policy Framework</i></p>	<i>Moderate</i>	<i>Moderate</i>
<p>Risk:</p> <p>The legal, regulatory and policy framework is sufficiently clear and integrated into international procurement practices. There are certain constraints on the application of electronic public procurement and sustainable public procurement.</p>	Moderate	Moderate
<p>Mitigations:</p> <p>IFAD may assist MEF to prepare a mandatory nationwide program for procurement staff training in public procurement, and contract management. Procurement Law may be amended to require procuring agencies regularly update reports and disclose information related to procurement processes including contract awards on their website and such information may be made available to interest bidders, when required.</p>		
<p><i>A.2 Institutional Framework and Management Capacity</i></p>	<i>Moderate</i>	<i>Moderate</i>

<p>Risk:</p> <p>The institutional framework and public procurement management capacity are moderately satisfactory, taking into account the existing constraints in terms of e-procurement, centralized procurement body and monitoring of procurement performance. The MEF serves as the Center and focal point of all the public procurement and oversees the procurement carried out by the respective agencies. The role of MEF, in addition to the responsibility to manage and control public procurement, is to provide guidance and support and play a mentor and facilitator's role in the identification, formulation, implementation and completion of development projects in Cambodia.</p>	Moderate	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> - Training, capacity building and the use of IFAD procurement tools can improve the implementation of funded projects. - Develop the online national procurement portal including a module for procurement data management. - Using IFAD's web-based procurement management and tracking system (NOTUS/OPEN) and ICP Contract Monitoring Tool for monitoring project procurement activities. 		
<p>A.4 Accountability, Integrity and Transparency of the Public Procurement System</p>	Moderate	Moderate
<p>Risk:</p> <p>Overall, the public procurement system operates with integrity, has appropriate controls and anticorruption measures. There are some constraints in terms of public access to information, engagement of civil society in the consultative process for the development of procurement policies, provisions on fraud, corruption and others prohibited practices in accordance with IFAD policies, and training to conduct procurement audits.</p>	Moderate	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> - IFAD to collaborate with MEF to establish best practices across Cambodia; namely transparent and open institutions, citizen participation, private sector engagement, collaboration with oversight institutions as well as inclusive and fair competition to facilitate the multi-stakeholder approach. - Conduct capacity building programs for internal auditors at government agencies. 		
<p>A.3 Public Procurement Operations and Market Practices.</p>	Low	Low
<p>Risk:</p> <p>There is a reasonably well functioning private sector, but competition for large contracts is concentrated in a relatively small number of firms. Associations of consultants and contractor also exist in the country.</p>	Low	Low
<p>Mitigations:</p>		
<p>Environment, Social and Climate Impact</p>	Substantial	Moderate
<p>Biodiversity Conservation</p>	Moderate	No risk envisaged - not applicable
<p>No risk envisaged- assessments were conducted during the design. To be updated by end 2020 if any new findings are discovered during the first supervision mission.</p>		
<p>Resource Efficiency and Pollution Prevention</p>	Substantial	No risk envisaged - not applicable
<p>No risk envisaged- assessments were conducted during the design. To be updated by end 2020 if any new findings are discovered during the first supervision mission.</p>		

Cultural Heritage	Moderate	No risk envisaged - not applicable
No risk envisaged- assessments were conducted during the design. MTR: Roads will be narrowed at welcome gates or walls as needed. Safety assessment will be done for road narrow and appropriate road safety measures will be incorporated. In case of removal, necessary process has to be included in the Resettlement Action Plan (RAP) and gets approved from concerned authority. Wider participatory community consultation will be ensured to discuss on the alternatives.		
Indigenous People	Low	Low
Risk: The risk that the project may cause adverse physical, social, or economic impacts on indigenous peoples, or in threats to or the loss of resources of historical or cultural significance to them.	Low	Low
Mitigations: MTR: Participatory consultation with the Indigenous People has been practiced and a screening checklist to assess level of impacts on the IPs by the project activities has been included in the ESMF and applied to the subprojects with IPs. SAAMBAT has finalized an Ethnic Group Engagement Framework, and to make the consistency on terminologies and understanding, this is renamed as Indigenous People's framework. The project has a provision to prepare Indigenous Peoples Plan for the subprojects with IPs, and if the impact is substantial, the project has to implementation of a Free, Prior, and Informed Consent (FPIC) process.		
Labour and Working Conditions	Substantial	No risk envisaged - not applicable
No risk envisaged- assessments were conducted during the design. MTR: The project hasn't started construction works yet. However, the Project is well aware of labour and working condition. Community consultations were made to ensure safe labour and working conditions. It will be prioritized during construction.		
Community health, safety and security	Moderate	Low
Risk: Road upgrade will increase the traffic flow, vehicles' speed, and may cause road accidents.	Moderate	Low
Mitigations: MTR: Road upgrade will reduce community health issues related to dust pollution. SAAMBAT has an adequate plan to mitigate community violence, sexual harassment, exploitation or abuse, and community consultation on awareness raising on such issues is in practice. The commune head takes the lead at the field level with the support of community police and villagers on safety measures. A grievance redress mechanism has been discussed and properly planned, and a leaflet including accessible phone numbers of contact persons from commune to PMU level has been distributed to the community. Likewise, road safety related discussions have been made during the community consultations, and solution measures are proposed in road design. The project prepares a Road Safety Impact Assessment (RSIA) for each sub projects, which requires a robust assessment of baseline accidents, expected impacts, and associated economic benefits.		
Physical and Economic Resettlement	Moderate	No risk envisaged - not applicable

No risk envisaged- assessments were conducted during the design, there is no resettlement foreseen. MTR: The prefeasibility study process has shortlisted roads that do not require involuntary resettlement. A Resettlement Policy Framework (RAF) is finalized. The project has a provision to prepare a Resettlement Action Plan (RAP), as required, for the subprojects that demands voluntary removal of welcome gate or property walls.		
Financial intermediaries and direct investments	Low	No risk envisaged - not applicable
No risk envisaged- assessments were conducted during the design.		
Climate change	Moderate	Moderate
Risk: The SECAP review note identifies moderate climate risk category, with appropriate recommendations for risk mitigation. Overall, Cambodia is vulnerable to climate change due to its reliance on rain-fed agriculture and lack of resources to cope with floods and droughts	Moderate	Moderate
Mitigations: A detailed climate risk mitigation has been included in the ESMP (Annex I of SECAP).		
Stakeholders	Moderate	Low
Stakeholder Engagement/Coordination	Moderate	Low
Risk: With the programmatic approach developed under SAAMBAT, the alignment and buy-in between stakeholders is critical and lapses in coordination could undermine project success.	Moderate	Low
Mitigations: The design process was very consultative and country ownership is high. IFAD is in regular contact with senior decision makers from MEF, MRD and partner ministries. IFAD is also active in the relevant TWG as the co-chair. - In 2020, IFAD will be included in the MEF national portfolio review (earlier including only ADB and WB), providing an opportunity to highlight project challenges that need Ministry support on a regular basis. - Project activities designed respond to demands of beneficiaries; there were lengthy consultation with stakeholders at design as has been recorded in section 10 of the SECAP. - Stakeholders will be consulted at each supervision to have feedback on their satisfaction with the services provided by the project.		
Stakeholder Grievances		No risk envisaged - not applicable
Consultative MSPs conducted for all planning and design of infra. All infra is small infra with no resettlement implications. MTR: Grievances redress mechanisms are in place. Community awareness have been conducted to share complain sharing process. A leaflet in a local language is distributed to community that includes accessible phone numbers of concerned authority from commune to PMU.		