

**KINGDOM OF CAMBODIA
NATION RELIGION KING**

**LAND ALLOCATION FOR SOCIAL AND ECONOMIC DEVELOPMENT PHASE III (LASED III)
IDA Credit No. 6706-KH**

**TERMS OF REFERENCE
Revolving Fund Facilitating Consultants Firm/NGO (MAFF-CS-29)**

Institution: Ministry of Agriculture, Forestry and Fisheries (MAFF)
Hiring/Procurement type: **Revolving Fund Facilitating Consultants Firm/NGO**
Method of Procurement: Quality Based Selection
Supervisor: Agriculture Director, LASED III
Contract Duration: 32 Months (2024-2026)
Expected Contract Start: **August 2024**

I. Introduction

1. The Land Allocation for Social and Economic Development Project III (LASED III) is based on three legal frameworks that each define an operational framework for implementation. The legal framework for granting Social Land Concessions (SLCs) was established in 2003 by adopting the Land Law and the sub-decree No. 19 which defines the criteria and procedures for establishing a SLC. For Indigenous Communal Land Titling (ICLT), the legal framework was developed through sub-decree 83 which outlines the procedure of communal land title registration. In addition, Commune Land Use Planning (CLUP) was established through sub-decree 72 on the commune land use planning. The LASED III project obtained funding support from the World Bank and includes ICLT, SLC and CLUP. LASED III will support activities involving small scale irrigation distribution networks from already existing wells or intakes at 7 existing LASED II SLCs and around 12 new SLCs which are to be identified. Further, LASED III will support approximately 30 Indigenous People (IP) communities that have received ICLT and 15 IP communities that have applied for but not yet received ICLT.
2. LASED III will continue the support for the Royal Government of Cambodia's (RGC) Commune Social Land Concession (SLC) program provided by LASED and LASED II, and it will also support RGC's Indigenous Communal Land Titling (ICLT) program, in both cases through land titling and associated infrastructure and livelihoods activities. The executing agency for LASED III is the Ministry of Land Management, Urban Planning and Construction (MLMUPC) while implementing agencies include Ministry of Agriculture, Forestry and Fisheries (MAFF) and Provincial project teams.

II. The Project Development Objective (PDO) of LASED III and Key Impact Indicators

3. The PDO is to provide access to land tenure security, agricultural and social services, and selected infrastructure to small farmers and communities in the project areas. There are three PDO level indicators that will be measured through the following indicators: (i) tenure security provided to beneficiary farmers and community groups, to be measured by the number of registered land titles and by the size of related area covered (ha). Data would be disaggregated by gender, individual, and communal land rights; (ii) Infrastructure and service provision in the project areas to be measured by the access to agriculture services, clean water, connecting roads, schools and health posts; and (iii) Sustainable, agriculture-based livelihood development for individuals and groups in the project communities to be measured by improvements in the poverty status of beneficiaries. Citizen engagement is measured through the satisfaction of beneficiaries with the land titling process and the provision of agriculture services.
4. LASED III builds on the successful implementation and experience of the previous project and good practices in the sector, and aims to address the priority needs of current and prospective beneficiaries. It would provide, in particular, improved agricultural technology and infrastructure support to make beneficiaries' lands productive and sustainable. LASED III emphasizes SLC with the addition of ICLT and CLUP, with an estimated cost of US\$107 million supported by a World Bank Credit of US\$ 93 million and a contribution from the RGC of US\$14 million.
5. LASED III project has five components as follows:
Component 1: Selection and Development Planning of Social Land Concession and Indigenous Communal Land Titling

Component 2: Community Infrastructure Development
Component 3: Agriculture and Livelihood Development
Component 4: Project Management, Coordination and Monitoring and Evaluation
Component 5: Contingent Emergency Response

6. The World Bank's Environmental and Social Framework (ESF) apply to LASSED III, including the following Environmental and Social Standards (ESSs):

- ESS1: Assessment and Management of Environmental and Social Risks and Impacts;
- ESS2: Labor and Working Conditions;
- ESS3: Resource Efficiency and Pollution Prevention and Management;
- ESS4: Community Health and Safety;
- ESS5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement;
- ESS6: Biodiversity Conservation and Sustainable Management of Living Natural Resources;
- ESS7: Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities;
- ESS8: Cultural Heritage; and
- ESS10: Stakeholder Engagement and Information Disclosure

7. Key documents to address environmental and social (E&S) risks include an Environmental and Social Management Framework (ESMF), Indigenous Peoples Planning Framework (IPPF), Resettlement Policy Framework (RPF) and Environmental and Social Commitment Plan (ESCP). The IPPF and ESCP require that an environmental and social assessment (ESA) is undertaken before the implementation of the ICLT activities of the project building on the assessment of risks and impacts undertaken during preparation of the project and the E&S documents.

III. Objective of the Assignment, Scope of Work, and Deliverables

8. The objective of this assignment is for a Technical Service Provider (hereafter referred to as TSP) to establish and strengthen new and existing Revolving Fund Groups (RFGs) and Agricultural Cooperatives (AC) in order to sustain the operation of Saving and Credit Systems (SCS) supported by seed grants and a community development fund from the Land Allocation for Social and Economic Development Project II and III. The TSP will be responsible for the participatory development of sustainable saving and credit systems and the associated advice for the development of feasible and economically viable business models for groups and participating members.

9. The service provision is expected to benefit at least 6,500 project beneficiaries (1,500 are females) at the expected **45 sites** by 2026. This process includes enhancement of the management capacity in the respective groups, mentoring for RFGs/ACs members and improvement of their technical skills as well as supporting the implementation of their microbusiness activities. It will provide training and coaching/mentoring on the following areas: (i) adoption and implementation of the RFG Rules and Regulations; (ii) financial management and accounting; (iii) identification of suitable opportunities to be funded by the household loans ; (iv) development of business plans for individual group members and for groups, and the identification of complementary training needs; (v) screening and (suggested) approval/rejection of loan applications, (vi) establishment of procedures for monitoring the use and repayment of the loans; (v) strengthening the internal control mechanisms for the RFGs; (vi) conflict resolution; and (vii) working with the commune councils to get appropriate trainings and assistance for the RFGs/ACs members. Other duties are following the Community/Agriculture Cooperative Operation Manual which is mainly to maintain and sustain the RFGs once after the assignment ended.

10. At the National level, the TSP will coordinate and consult with MAFF to effectively mobilize resources to support the RFGs. The TSP needs to review groups' past experiences with RFGs establishment and operations. This will require familiarization with the relevant PIM sections, reading and understanding the Community Operation Manual (COM), the Agriculture Cooperative Operation manual, applying the directives from the manual and developing action plans to support to RFGs/ACs. This includes continuous consultations with MAFF before the starting and during implementation of activities of training and mentoring for the RFGs and ACs. At the sub-national level, the TSP will work closely with LASSED III Provincial Team, Provincial Department of Agriculture, Forestry and Fishery, Relevant Provincial Department, District working group

(DWG), target RFGs and potentially also ACs, Commune Administration and Agriculture Development Facilitator(s) (ADFs).

11. Tasks of the Consulting Firm/NGO:

- a) Establish and strengthen RFGs and ACs consisting between 30 and 50 members, ensuring an appropriate gender focus (with at least 25% female membership). Establish and strengthen group management committees, which will have to obtain an official recognition; . Support will also cover those groups, as needed, that have already been established under LASED II;
- b) Develop training materials and support services to RFGs and ACs on the following topics: (i) Group Internal Rules and Regulations, (ii) Financial Management, Bookkeeping and RF use; (iii) Group Member business plan, loan application and loan contract; (iv) organization of the group meetings; (iv) financial literacy training including working with Micro Finance Institutions (MFIs) or Commercial Banks; (v) facilitation, communication, gender awareness and analysis and leadership skills and
- c) Organization and facilitation of the group meetings. Conduct training and coaching/mentoring for at least 130 groups (number of RFGs) across the project target provinces to enable them to achieve effective management of the group including: (i) implementation of Group Rules and Regulations; (ii) financial management and accounting/book-keeping; (iii) identifying suitable opportunities to invest the RF resources; (iv) development of group member business plans (for farming investment plan) and identifying complementary training needs; (v) screening and providing recommendation on approval/rejection of loan applications, (vi) monitoring of the use and repayment of the loans; and (vii) strengthening the group internal control. This will further involve working with the Agriculture Cooperative’s Board of Director or Revolving Fund Group Committee to get appropriate trainings and assistance for the RFG/AC members. Each RFG/AC will receive monthly coaching/mentoring visits, at an appropriate time preferably at the loan interest due date (12 times by the TSP per year). The TSP must always provide advance notice to the RFGs/ACs on the schedule of their visit;
- d) Facilitate each RFG and AC on (i) developing and adopting Group Rules and Regulations; (ii) adoption of the guidelines of RFGs; (iii) opening group accounts at MFI or Commercial Bank; and (iv) establishing a safe amount for cash on hand;
- e) Facilitate linkages between RFGs / ACs and local MFIs, where available, and identify possibility of outreach for the groups;
- f) Conduct/facilitate and encourage all target communes to run regular audit meetings once a year of RFGs/ACs to ensure transparency and accountability within the groups;
- g) Conduct a semi-annual assessment and reporting to LASED III on RFG and AC performance and consolidation of the status of RFG records by group, village, commune, district and province with identification of problems/issues and corrective action required;
- h) Develop the exit strategy on the sustainable livelihood improvement support for the RFG/AC based on need/demand and their existing potential resources in target area of each RFG/AC and;
- i) Prepare an end of assignment report to LASED III at the end of the contract agreement.

12. The TSP will be required to attend and report the progress with proposed work plan in Provincial Monthly Coordination Meetings which are conducted by LASED III at each target provinces.

13. The TSP must ensure that their team will have a good gender balance with at least 25% of their staff being women and gender disaggregated data must be included in all of their progress reports.

14. **Deliverables.** The selected firm or NGO will work closely with relevant government agencies at all levels and with the Bank Team, under the direct supervision of MAFF-LASED III Project to provide the following deliverables in a quality control and timely manner. The TSP will also be supported by the Provincial LASED III Project Team.

| Deliverables | Payment conditions | Percentage of payment | Schedule |
|--|---|-----------------------|---|
| Inception report with detailed work plan/schedule and including some data and information, i.e.: | Upon reception of and approval of the report by the Project | 10% | 1 month after contract signed (Q1 2024) |

| | | | |
|--|--|-----|---------|
| the number of livelihood plans, business plans, MFI or bank linkages, the returns to their investments | | | |
| Revolving Fund Group completion report (Establishment and training) for 6 SLCs Batch I | Completion Reports with Approval by MAFF | 15% | Q1 2025 |
| Revolving Fund Group completion report (Establishment and training) for 12 ICs Batch I | Completion Reports with Approval by MAFF | 15% | Q1 2025 |
| Revolving Fund Group completion report (Establishment and training) for 21 ICs batch II | Completion Reports with Approval by MAFF | 20% | Q3 2025 |
| Revolving Fund Group completion report (Establishment and training) for 6 SLCs batch II | Completion Reports with Approval by MAFF | 20% | Q4 2025 |
| Completion of Final Report | Completion Reports with Approval by MAFF | 20% | Q4 2026 |

15. **Reporting Obligations.** The TSP shall report to MAFF-LASED III Project for each of these deliverables. Final deliverables should be submitted to MAFF-LASED III Project in accordance with a schedule agreed upon (see above on contract duration and tentative schedule for deliverables). All deliverables are subject to agreement by the MAFF-LASED III Project and should therefore be submitted by the TSP in time. MAFF-LASED III Project will respond within fifteen working days allowing for responding to comments and if required some changes to be introduced by the TSP.

16. **Office/Location:** In terms of good communication with the project, TSP has to have their offices at national level (own office based in Phnom Penh) and base in PDAFF office at provincial level.

17. **Support from MAFF-LASED III:** MAFF-LASED III Project will provide full information and contact details of key persons in each target provinces, and targeted communes across the target provinces including names and telephone numbers of Commune Council Chiefs, Agriculture Development Facilitators (ADFs), Community Development Facilitators (CDFs), Indigenous People Facilitators (IPFs) and LASED III Provincial Team in each province. MAFF-LASED III Project will also provide necessary introductions to provincial, district commune leaders, cooperative leader that are requested by the TSP during the course of the assignment.

18. Each Community Groups/RFGs/ACs will be supported by the ADFs who are deployed in every targeted Social Land Concession Sites and Indigenous Communities.

19. Supporting resources for the assignment. The TSP will be responsible for all necessary arrangements to facilitate work. The TSP will also be responsible for office space, accommodation, communications, data collection, workshop, travel and other incidental costs.

IV. Qualification requirements of the Consulting firm/NGO for this assignment:

(a) Criteria of Consulting Firm/NGO:

- At least 5 years demonstrated experience in implementation of similar programs and working with agriculture cooperative, commune or village-based groups of poor rural households and RFGs, specifically saving and Credit Groups (SCGs). Proven demonstrated experience in successfully implementing at least 2 similar assignments in the last 7 years.
- Proven experience in gender awareness, gender issues, vulnerable group, etc.
- Experience in social safeguard
- Proven experience in community facilitation and communication
- Firm/NGO has a good communication and relation with other firms, entities, NGOs and governmental agencies.
- Proven experience working in indigenous communities

(b) Desirable additional qualifications. The selected Firm or NGO is preferred to have the following qualifications:

- Experience with resource management
- Experience with agricultural development project in developing countries
- Previous experience working with externally financed project, preferably WB, UN, or NGOs supported projects.

20. The TSP will operate with at least the number and categories of staff listed below. The qualifications of the key experts are very important and must be strictly followed in selecting the key experts. The names of the Team Leader and Provincial Assignment Coordinators included in the Proposal may not be changed unless the replacement has at least equivalent qualifications and experience to the staff member being replaced. The replacement of the Team Leader or Provincial Assignment Coordinators will be subject to the prior approval by MAFF-LASED III.

21. **Key Personnel:** The assignment will be carried out by a Consulting Firm/NGO composed of key experts as provided in below table. However, the Consulting Firm/NGO shall make their own estimates of resource required to complete this assignment.

| No | Position | Staff-month |
|-----|---|-------------------------------------|
| (a) | Team Leader (01 position) | 32 months |
| (b) | The Provincial Assignment Coordinators (09 positions) | 32 months |
| (c) | Field Staff Coordinators (23 positions) : <ul style="list-style-type: none"> - Field Staff Coordinators for 33 ICs (12 ICs for Batch I and 21 ICs for Batch II, 01 position for 3 ICs (11 positions) - Field Staff Coordinators for 6 SLCs Batch I (6 positions) - Field Staff Coordinators for 6 SLCs Batch II (6 positions) | 32 months 30 months 20 months |

(a) Team Leader (01 position)

Minimum Qualification Requirements of Team Leader

- a. Minimum of Master Degree in Economic Development or Rural Development or relevant Agriculture field, or its equivalent;
- b. At least 7 (seven) years of experience in relevant field;
- c. At least 5 (five) years working experience in public sector project experience in the financial of community development, or relevant experience;
- d. Proven experience of community development sector;
- e. Proven capacity of managing revolving fund mechanism and agricultural cooperatives to enable sustainable operation of Saving Credit System (SCS)
- f. Preferable experience working experience with the Government Implementing Agencies/ Ministries in a professional support capacity and with rural communities, will be an advantage
- g. Fluency in written and spoken both Khmer and English.

Job Responsibilities

- a. She/He will be a contact person with MAFF-LASED III and National Level regarding revolving fund
- b. She/He will have overall responsibilities for all aspects of the work including ensuring the performance of other staff members.
- c. She/He will work closely with the project manager and the field coordinator to incorporate technical report in the progress report (monthly, quality, semi-annual, and annual report) for submission to MAFF.
- d. She/He will perform other tasks as required by Agriculture Director

Coordination and Reporting: The Team Leader will work closely with the MAFF-PCT and the field coordinator and report to the Agriculture Director, MAFF-LASED III.

(b) The Provincial Assignment Coordinators (09 Positions, subject to be updated).

There are approximately **13** target provinces (subject to be updated) to be covered by the project. There will be 09 Coordinator positions (5 coordinators for 9 provinces for SLCs and 4 coordinators for 4 provinces for ICs). The Provincial Assignment Coordinators will work full time on the assignment for the full period of the contract.

Minimum Qualification Requirements of Provincial Assignment Coordinators

- a. Minimum of Bachelor Degree in Economic Development or Rural Development or relevant Agriculture field, or its equivalent;
- b. At least 5 (five) years' experience in relevant field;
- c. At least 3 (three) years working experience in public sector project experience in the financial of community development, or relevant experience;
- d. Proven experience in community development sector;
- e. Proven experience in revolving fund mechanism and agricultural cooperatives to enable sustainable operation of Saving Credit System (SCS)
- f. Preferable experience working experience with the Government Implementing Agencies/ Ministries in a professional support capacity and with rural communities, will be an advantage
- g. Good in written and spoken both Khmer and English.

Job Responsibilities

- a. She/He will be a contact with MAFF-LASED III and PADAFF regarding revolving fund
- b. She/He is expected to be present in the province on all working days unless absent for a valid reason connected with the assignment
- c. She/He will organize the work plan for the TSP team in the province in coordination with the target PDAFF-LASED III to ensure the good performance of the junior team members.
- d. She/He will support the Team Leader and MAFF Project's team in implementing the project
- e. She/He will have overall responsibilities for all aspects of the work including ensuring the performance of other staff members.
- f. She/He will prepare periodic technical reports for incorporation in the progress reports for submission to MAFF
- g. She/He will perform other tasks as required by Team Leader and/or Agriculture Director.

Coordination and Reporting: The Provincial Assignment Coordinators will work closely with the project manager and the field coordinator and shall report to the Team Leader.

- (c) **Field Staff Coordinators (All target provinces).** There are expected 23 field staff coordinators to be selected to work full time on this assignment with estimated staff-months in above table of indicative list of key experts. Those who meet qualification requirements below and reside in the areas of the sites, are encouraged to apply

Minimum Qualification Requirements of Field Staff Coordinators

- a. Minimum Association Degree of General Administration, or Accounting, or Finance and Banking or relevant field
- b. Minimum 02 (two) years' experience in community development, or in relevant field;
- c. Familiarity with community development related to agriculture sector;
- d. Working experience with small group formulation and group engagement with vulnerable or indigenous people
- e. Enable speaking, writing and communicating in English. Ability to use and/or understand ethnic and Khmer languages is strongly suggested for staff assigned to ICs. Respective language skill will be considered an important selection criteria.
- f. Fluency in written and spoken Khmer and ability to write and speak English

Job Responsibilities

- a. She/He will a contact person with MAFF-LASED III and site level regarding revolving fund
- b. She/He will be responsible for capacity building, monitoring/coaching to the project beneficiaries, and M&E at group level
- c. She/He will be able to facilitate and coordinate the positive communication with community
- d. She/He will be responsible for the assistance in preparing bankable group member business plans (agriculture and livelihood).
- e. She/He will support the project team in implementing the project
- f. Perform other tasks as required by the Team Leader.