



REGIONAL TECHNICAL SUPPORT PROJECT  
Contract No. 410-0004-C-00-3484-00

SECTION I - CONTRACTOR'S SECOND ANNUAL REPORT  
Fiscal Year 1994-1995

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**REGIONAL TECHNICAL SUPPORT PROJECT**  
**Second Annual Report**  
**October 1994 - September 1995**

**Preface**

Since this is the fourth quarter of 1995, this quarter's information is combined with a summary analysis of the project's activities over the past year, and prospective analysis of the project's activities and impact over the first quarter of the next fiscal year.

## **SECTION I - CONTRACTOR'S REPORT**

### **A. NARRATIVE:**

#### **1. BACKGROUND**

The Regional Technical Support Project (RTSP) commenced in October 1993. It was designed to provide a wide range of technical assistance services as identified by East Asia field missions, the Asia Bureau and the Regional Support Mission for East Asia (RSM/EA), to address this region's numerous and varied development challenges. This project is the main vehicle for delivering a wide range of technical assistance services necessary to assess, plan, implement, and evaluate the field missions' long- and short- term development agendas. Over the past two years, the RTSP has completed four Delivery Orders (D.O.s) and a Strategic Plan Desktop Study that provided technical inputs for the RSM's future strategy. Currently the RTSP is carrying out two additional long term D.O.s, one addressing higher education needs in Cambodia, and another providing technical assistance and training for economic policy formulation and implementation to the Office of the Prime Minister in Mongolia.

The total estimated cost of the project over five years is \$23,298,383.00, with options to extend for two more years for \$5,131,330.00 for year six, and \$5,214,974.00 for year seven. Over the first two years of the project, actual expenditures were \$2,724,802.44, or 11.70% of the initially estimated cost for five years.

Specifically, the RTSP's main functions are to create country development strategies, design programs and projects, and provide analytical and feasibility studies in the environment, human resource development, population/family planning, democracy and human rights, economic planning and private sector activities, and HIV/AIDS. The project provides long-term and short-term technical assistance through a variety of methods: institutional contracts or cooperative agreements, personal service contracts (PSC's) and limited commodity procurement. Both short-term and long-term technical assistance focus on the following priority areas: country development needs assessments; macroeconomic analyses; sectoral analyses; policy reform; institutional reform; pilot/special activities; and project evaluations and financial assessments. Since project start-up two years ago, the RTSP has addressed or is in the process of addressing most of these areas in its D.O.s. In addition, the RTSP provided sectoral and country analyses on many of these topics in the Strategic Plan/Desktop Study.

#### **2. EXPECTED RESULTS**

Since this is a demand driven contract, the results at its conclusion will be measured by how well the contractor satisfied the requirements for the various technical assistance services

ever the life of the contract. Therefore, the results are incrementally evaluated based on the delivery of each technical assistance package as well as the contractor's responsiveness and management. Over the past two years, four Delivery Orders (D.O.s) were completed satisfactorily. In addition, a Strategic Plan/Desktop Study was completed for the RSM in Bangkok. Currently, there are two long term D.O.s being executed, and two under design.

### **3.a CORE ACTIVITIES**

- **Operation of Bangkok RTSP office:**

This included overall project direction, accounting and administrative operations, as well as technical design and supervision for buy-ins and core-funded activities.

Over the last year, the Bangkok office has carried out and/or managed the following activities:

- the start-up and completion of the RSM/EA Strategic Plan/Desktop Study;
- the successful completion of D.O. #3, the Ministry of Economy and Finance (MEF) Training Center for Cambodia;
- the negotiation, design, start-up and completion of D.O. #4, The Asian Urban Disaster Mitigation Project Design;
- the negotiation, design, and start-up of the long term D.O. #7, the Economic Policy Support Project for Mongolia. This design was undertaken in dialogue with the host country government and other donors, as well as USAID;
- the negotiation, design, and start-up of the long term D.O. #8, the National Higher Education Action Plan Project (NHEAPP). This design was undertaken in dialogue with the host country government and other donors, as well as USAID;
- recruiting and mobilizing an administrative specialist for a CORE-funded TDY for USAID/Cambodia; and
- the start-up of the new DAI support office in Phnom Penh, in order to efficiently implement D.O. #8, proposed D.O. #9, and other RTSP activities in Cambodia now under design.

In order to provide management, logistical support, and technical assistance for buy-ins in Cambodia, the Project Director Peter Gajewski traveled to Phnom Penh six times, and DAI Program Specialist James Packard Winkler made two field visits. To provide similar assistance for the buy-in in Mongolia, Mr. Gajewski made two trips and Dr. Winkler made one field visit.

Over the last quarter of this fiscal year, operation of the RTSP Bangkok office included the following: 1) managing the project start-up for D.O. #8, the National Higher Education Action Plan Project (NHEAPP) in Phnom Penh, Cambodia; 2) providing continuing technical, procurement and logistical support for the ongoing project start-up of D.O. #7, the Economic

Policy Support Project, in Ulaanbataar, Mongolia; 3) recruiting and mobilizing an administrative specialist who completed a CORE-funded TDY for USAID/Cambodia; and 4) responding to the request for proposed D.O. # 9, the monitoring and evaluation technical assistance for AID/Cambodia.

Over the last year, the following personnel changes were made. In March, due to operational requirements, the position of Office Manager was eliminated. In May, the RTSP hired Ms. Narisara Murray as Editor/Assistant to the Director. Mr. Aree Ruangprach's position was upgraded to Logistics Manager/Driver, to reflect his responsibilities and functions.

- **The RSM/EA Strategic Plan/Desktop Study**

The RTSP completed a desktop study to provide technical inputs into the RSM's strategic plan. The study produced needs assessments for five sectors and seven countries plus regional summaries for each sector, and organization and management options. The five sectors were: 1) Environment; 2) Population, Health and Nutrition; 3) Democracy; 4) Economic Growth; and 5) Humanitarian Assistance. The seven countries included in the study were Cambodia, China, Burma, Laos, Mongolia, Thailand, and Vietnam.

This study utilized over 25 sector specialists working under the guidance of USAID Sector Team Manager, ultimately producing 48 separate draft reports. The process of producing the draft reports consisted of constant cross-sectoral country analysis. This resulted in internally consistent country as well as sectoral strategies. The Environment and the Population, Health and Nutrition Sectors went beyond developing strategies and provided pre-design project materials. The total level of effort was approximately 27 person months.

The work on this study began in the last quarter of 1994 and was essentially completed in the first quarter of 1995, with overall library maintenance work, and editorial work on the Population, Health and Nutrition Sector, continuing into the second quarter of 1995.

- **Field support for buy-ins in Cambodia:**

The Support Office in Cambodia: The DAI support office, staffed by Ms. Marguerite Delbet, Office Manager, and Mr. Kee Peung, Deputy Manager/Economist, was closed in the fourth quarter of 1994 with the successful completion of D.O. #3, the MEF Training Center. In May 1995, DAI re-hired Mr. Kee Peung as Operations Manager to establish the new DAI support office, in order to prepare for the proposed D.O. #8 and D.O. #9. To implement D.O. #8, Mr. Kee Peung located a temporary office and set up office systems, including computers, accounting, e-mail, fax and bank accounts. In addition, Mr. Peung arranged temporary lodging and logistical support for Dr. Paul Hebert, the Higher Education Advisor for D.O. #8, and Mr. William Wanamaker, the Administrative Specialist funded under CORE. Mr. Peung organized permanent housing for Dr. Hebert to be available upon his arrival on August 15, so that Dr. Hebert was able to move immediately into his house and did not need to use the temporary

lodging allowance as originally budgeted.

Cambodia Field Support Travel Summary: During FY 1994-95, the Project Director Peter Gajewski made a total of six field visits, supported by the DAI Program Specialist James Packard Winkler, who made two field visits. These visits were conducted to support the AID/Representative with new project development and to provide technical assistance and direction for the existing buy-ins in Cambodia.

Cambodia Field Support Travel Details:<sup>1</sup>

Travel: Mr. Gajewski made a field visit on November 29-30. The total cost was \$523.  
Activity: Managed D.O. #3, the MEF Training Center. Assisted the AID/Representative in new project development for legal technical assistance for electricity law development and for technical assistance to the Cambodian Development Council (CDC).  
Outcome: Supervised the completion and close-down of the MEF Training Center. Finalized discussions with the Electricite du Cambodge and the World Bank on providing legal advice to formulate a new electricity law. This activity eventually did not go forward, since AID/Washington did not approve a salary waiver for the consultants. Continued discussions with the CDC on problems encountered for subcontracting Monitor Co. for technical assistance.

Travel: Mr. Gajewski made three related field visits on the following dates: January 27-28 for a cost of \$433; February 7-10 for a cost of \$999; and February 27-March 1 for a cost of \$784.  
Activity: Assisted the Acting AID Representative to prepare the USG position paper for the International Committee on the Reconstruction of Cambodia (ICORC) meetings in Paris. Assisted in new project development and further discussed technical assistance to the CDC.  
Outcome: Produced draft USG position paper for ICORC and sent it to AID/Washington. Submitted proposal to the RSM/RCO for proposed D. O. #5, the Trade and Investment Promotion Project, with Monitor as a subcontractor.

Travel: Mr. Gajewski made a field visit on April 26-28. The cost of the visit was \$755.  
Activity: Worked on program development with the new AID/Representative, the USAID staff, and the Royal Cambodian Government (RCG). Held discussions with the AID/Representative and the CDC regarding the Monitor Co. subcontract for the TIP project. Began preliminary design work for higher education planning and aid program monitoring and evaluation. Hired Mr. Kee Peung (approved to be funded initially from CORE ) as Operations Manager to re-establish the DAI/Phnom Penh office in order to support two potential work orders.  
Outcome: Produced preliminary design for two new program activities.

Travel: Mr. Gajewski and Dr. Winkler traveled to Cambodia on May 4-5. The total cost of the trip for both people was \$1,120.

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<sup>1</sup>The cost mentioned for each field visit consists of the travel and per diem costs only.

Activity: Finalized the design for Proposed D.O. #8 and #9.

Outcome: Design for D.O. #8 finalized and DAI staff selected and approved by the AID/Representative in Phnom Penh. D.O. #9 design still in process.

Travel: Mr. Gajewski made a field visit on July 17-19. The cost of the visit was \$719.

Activity: Met with the AID Representative, USAID staff, other donors, and the RTSP Higher Education Advisor Paul Hebert to discuss the progress of Phase I of D.O. #8. Discussed future USAID/Cambodia funding for D.O. #8 support activities, with interim CORE funding to cover these activities over the short term. Met with the AID Representative and USAID staff to discuss the legal issues and status of D.O. #9. Accompanied the AID/Representative to meetings with Vichit Ith and Chantol Sun of the CDC to discuss possibilities for USAID supported technical assistance.

Outcome: Dr. Hebert was officially approved for the long term Phase II of D.O. #8, and he was asked to start early on his long term work. Informal agreement was reached on funding for D.O.#8 support activities.

Travel: Dr. Jim Winkler traveled to Cambodia on July 24-29. The total cost of the trip was \$1,478.

Activity: Assisted Dr. Hebert in formulating the 16 month work plan for D.O. #8. Assessed the costs of the necessary support activities for D.O. #8, and met with USAID staff to negotiate the funding for these costs.

Outcome: The work plan was submitted on July 31 and approved by USAID. RTSP finalized estimates for the necessary support activities and submitted this information to USAID/Cambodia.

#### ● **Bangkok Office support for the buy-ins in Cambodia**

Over the past fiscal year, the Bangkok office supervised the completion of D.O. #3, the MEF Training Center, and the closing down of the DAI support office in the last quarter of 1994. The Bangkok office has responded to requests for the following:

- proposed D.O. # 5, the Trade and Investment Promotion Project
- D.O. #8, the National Higher Education Action Plan Project (NHEAPP)
- an amendment to D.O. #8, the NHEAPP, that will include additional funding for project support
- proposed D.O. #9, the Monitoring and Evaluation Team
- an Administrative Specialist for USAID/Cambodia, funded under CORE.

In May of 1995, DAI hired Mr. Peung to start up a DAI support office in Phnom Penh in preparation for D.O. #8 and proposed D.O. #9. The RTSP office supervised the process of setting up office systems, e-mail system, accounting system, and bank accounts. RTSP coordinated support from both DAI/Bethesda and the Development Associates, the subcontractor who is providing Dr. Paul Hebert, the Higher Education Advisor. The Phnom Penh office is now in e-mail contact with the RTSP office and the DAI/Bethesda office, resulting in significant

savings on communication costs.

- **Field support for the buy-in in Mongolia**

Mongolia Field Support Travel Summary: Mr. Gajewski made a total of two visits, one to help design and negotiate the buy-in, and one after project start-up to assist in designing and presenting the project's first one year work plan. Dr. Winkler made one field visit in order to prepare the logistics and administrative structure for a rapid and smooth project start-up and mobilization.

Mongolia Field Support Travel Details:

Travel: Mr. Gajewski made a field visit to Mongolia from March 28 to April 10, at a cost of \$1,850.

Activity: Met with the AID Representative, the U.S. Ambassador, and government officials in order to design and negotiate a buy-in for technical assistance to establish an economic operations research center for the Office of the Prime Minister. The AID Representative in Ulaanbaatar designated this activity as the Mongolian Economic Policy Support Project (EPSP).

Outcome: EPSP design completed and key personnel recruited and approved by USAID.

Travel: Dr. Winkler visited Mongolia from May 14-26. The cost of the visit was \$2,763.

Activity: Supported the AID Representative and the new EPSP Project Advisor in identifying equipment to be procured, and assisted in office space identification and local staff recruitment. Set up the project accounting system.

Outcome: As a result of the groundwork laid during this visit, the project mobilization and start-up was rapid and effective. The Delivery Order #7 for the Mongolia EPSP project was signed on June 9, 1995, with an effective date of June 7, 1995. The DAI EPSP Project Advisor was mobilized the same day<sup>2</sup> and immediately began the process of liaising with government officials, hiring local staff, and moving into the new office space in the Office of the Prime Minister.

Travel: Mr. Gajewski visited the EPSP from September 17-25. The cost was \$2,022.

Activity: Worked with the EPSP Project Advisor, the Prime Minister's Office, and other Government of Mongolia (GOM) agencies to complete the first year work plan. Presented the work plan to the RSM Director, AID Representative for Mongolia, the AID/Washington Desk Officer, and the RTSP Project Officer in Ulaanbaatar.

Outcome: The work plan was completed and approved by the GOM and USAID, subject to minor revisions.

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<sup>2</sup> Dr. Bikales was completing a UNDP assignment, so he could start up immediately as was required. He returned to the U.S. under the UNDP project, and was mobilized from the U.S. for this long term position under RTSP.

- **Bangkok Office support for the buy-in in Mongolia:**

As a result of Mr. Gajewski's correspondence with the World Bank's Director of the China/Mongolia Department, the World Bank requested the EPSP's participation in the upcoming Donors' Meeting in Tokyo in February 1995. At the World Bank's request, the EPSP will prepare a 10-page report on process of economic transition in Mongolia for the GOM. This will be presented at the Donors' Meeting.

The RTSP Bangkok office, as well as the DAI Bethesda office, is conducting most of the procurement activities for the EPSP, due to the lack of equipment, office supplies, and furniture available in Mongolia. Within two weeks of the effective date of the EPSP contract, June 7, the RTSP prepared a shipment consisting of office supplies necessary for project start-up, an electric typewriter, a fax machine, and a photocopier. The shipment arrived in Mongolia in time for the June 27th ribbon-cutting ceremony, which was conducted by the U.S. Ambassador, the USAID/Representative, and senior GOM officials. In the last quarter of FY 1994-95, the RTSP sent two shipments to the EPSP, which included filing cabinets, a computer, computer software, and office supplies. DAI/Bethesda mobilized the Project Advisor William Bikales and his family. DAI/Bethesda has sent two shipments that include five computers, computer software, and one Jeep Cherokee. To support the EPSP's working library, the RTSP has established an internet account and is beginning to search the internet and download technical articles from academic centers and development agencies worldwide. The Bangkok office is now in e-mail contact with the EPSP Ulaanbaatar office.

- **Bangkok Office support for the Administrative Specialist for USAID/Cambodia**

During the last quarter of FY 1994-95, RTSP recruited and mobilized William Wanamaker for a two week assignment to assess the need for administrative and logistical support for the Office of the AID Representative for Cambodia. Mr. Wanamaker completed the assignment and submitted his report on August 18, 1995 to USAID/Cambodia.

### **3.b BUY-INS**

- **D.O. #3, MEF Training Center for Cambodia**

In the first quarter of the fiscal year, RTSP successfully completed D.O. #3 on schedule. The project began on March 24, 1994, and the training activities continued until November 30, 1995, with consultant Bill Fallon overseeing project shut down until December 21, 1995. The project had a total cost of \$408,839.57, or 92% of the original budget.

The purpose of the buy-in was to train 50 Ministry of Economy and Finance (MEF) nominees to be government auditors. RTSP set up a Training Center in Phnom Penh, and conducted full time training in computer use, English language, accounting, economics, and

management over a seven month period. Of the 50 nominees, 48 graduated, of which 12 made outstanding grades on their exams.

- **D.O. #4, the Asian Urban Disaster Mitigation Project Design**

In the second quarter of the fiscal year, DAI successfully completed D.O. #4. This buy-in began on January 20, 1995 and ended on February 20, 1995; the total cost was \$67,863.35, or 97% of the original budget.

The project design team completed their assignment to design a project to reduce the effect of natural disasters on urban areas in Asian countries. The team made a verbal presentation to RHUDO and the final report was delivered to and accepted by USAID/RSM/EA.

- **Proposed D.O. #5, Trade and Investment Promotion Project for Cambodia**

RTSP submitted a proposal for D.O. #5 on February 3. After reviewing the proposal, the AID/Representative and the RSM/RCO determined that the Monitor Company proposed subcontract bid was unacceptable due to lack of financial transparency. DAI submitted an alternate proposal to AID, but this was not accepted by the CDC. Proposed D.O. #5 was cancelled verbally in the last quarter of the fiscal year by USAID.

- **Proposed D.O. #6, Policy Maker Seminars**

In the third quarter of the fiscal year, proposed D.O. #6 was cancelled by USAID after RSM/RHUDO's review of the RTSP proposal, which was not deemed to be appropriate. Other sources of technical assistance were identified by the RSM.

- **D.O. #7, Economic Policy Support Project for Mongolia**

The contract for D.O. #7, a buy-in for the Economic Policy Support Project for Mongolia, was signed on June 9, 1995. The contract was effective on June 7, 1995 with a three year duration. The total estimated cost is \$1,424,735.

The EPSP Project Advisor Bill Bikales and his family have been mobilized from the U.S. Dr. Bikales set up the office in space provided by the GOM's Office of the Prime Minister. Supplies and equipment, including computers, were delivered from Bangkok and DAI/Bethesda. The U.S. Ambassador, the USAID/Representative, and senior GOM officials conducted the ribbon cutting ceremony on June 27. Visitors from AID/Washington, including DAA/EA/AID/W, attended the ceremony.

Dr. Bikales developed a draft one-year work plan, which was approved by the GOM and USAID. He started up project activities, including preparing material for the upcoming World Bank Donors' Meeting in February, liaising with the GOM officials, and supervising

procurement. Working closely with both Mr. L. Zorig, Senior Advisor to the Prime Minister and the project's chief counterpart, and with Mr. S. Banzrageh, Chief of the Cabinet Secretariat, Dr. Bikales has also begun to establish a policy dialogue with key government organizations and private and non-governmental organizations, focusing on meeting the work-plan objectives. Following these discussions, a number of government agencies sent written requests for assistance to the project. These agencies include the Ministry of Finance, the Ministry of Food and Agriculture, the Ministry of Energy, Geology and Mining, the Ministry of Justice, the State Statistical Office, the State Tax Administration, and the Ulaanbaatar's Governor's Office.

Dr. Bikales held a meeting with governmental and non-governmental agencies that established an inter-ministerial macroeconomic analysis group, which will begin monthly meetings on October 6, 1995. In addition, Dr. Bikales has begun preliminary work on the analysis of proposals to re-organize the central government.

Dr. Bikales has filled or is in the process of filling the local staff positions. Since project start-up on June 7, he has hired Mr. J. Batkhuyag of the Economic College on June 14, and Mr. Ts. Batbold, just returned from studies at the University of Maryland, on September 6. The Project Office Manager, Ms. T. Tungalag, was hired on July 14. The office established its accounting and inventory system, computers, phone, fax, and an e-mail account, and the office is now fully operational.

The EPSP's first activity report is attached at the end of this section, "Section A: Narrative," of the RTSP annual report. The EPSP report covers the period from project start-up on June 7, 1995 through September 30, 1995.

- **D.O. #8, National Higher Education Action Plan Project (NHEAPP)**

The contract for D.O. #8 was executed on July 3, and is effective from July 1, 1995 for 18 months. The total estimated cost is \$436,197.

Under USAID authorization, DAI mobilized the proposed advisor, Dr. Paul Hebert, on June 30. Dr. Hebert arrived in Phnom Penh on July 3, on the day the D.O. was executed. He completed his one month assessment work and submitted a detailed 16 month work plan on July 31. USAID/Cambodia approved the work plan and asked Dr. Hebert to return early to begin the long term portion of the delivery order. Dr. Hebert was mobilized on August 15 instead of the original mobilization date of September 1. Due to extensive preparatory work by Mr. Peung at the DAI/Phnom Penh office, Dr. Hebert was able to move into his new home when he arrived for his long term assignment, rather than using his lodging per diem for a month, as originally planned. Mr. Peung located an office space and set up the support office for D.O. #8, including computer, e-mail, accounting and inventory systems, and office bank accounts. RTSP and USAID/RSM/EA are currently negotiating an amendment to D.O. #8 to fund the DAI/Phnom Penh support activities.

Since project start-up, Dr. Hebert established contacts with key donors, government ministries and NGOs involved in higher education. Dr. Hebert began work with key counterparts to establish the Secretariat for National Higher Education and National Working Groups (NWGs), which will provide analysis and research support for the Secretariat. Dr. Hebert also began the selection process for staff positions for the Secretariat for National Higher Education. Dr. Bit Sean Glim, was hired as the Secretariat's Executive Director, effective September 15, 1995. Dr. Hebert, assisted by Mr. Peung, sent a letter of invitation to nominate NWG members to relevant RCG ministries, private employers and other organizations concerned with higher education in Cambodia. Dr. Hebert received numerous nominations, and the final selection process will be completed by the end of October, 1995. In the first quarter of the next fiscal year, D.O. #8 operations are expected to move from their temporary office to the CDC complex at the Government Palace.

D.O. #8's first activity report is attached at the end of this section, "Section A: Narrative," of the RTSP annual report. The D.O. #8 report covers the period from project start-up on July 3, 1995 through September 30, 1995.

- **Proposed D.O. #9, Monitoring and Evaluation Team for Cambodia**

RTSP submitted a proposal for Proposed D.O. #9 on August 18, in response to USAID's Request for Proposal which was issued on August 14. The August 14 Request for Proposal superseded the July 31 temporary suspension of D.O. #9. As of the end of the fiscal year, RTSP is awaiting USAID/Cambodia's revision of the scope of work.

### **3.c SUBCONTRACTOR ACTIVITIES**

- **Australian Centre for Education (ACE)**

In the first quarter of the fiscal year, ACE provided English language and computer training for D.O. #3, the MEF Training Center for Cambodia, at a cost of \$15,820. The contract was effective from August 1, 1994 to November 11, 1994.

- **Asian Institute of Technology (AIT)**

In the first quarter of the fiscal year, AIT provided technical assistance for the Humanitarian Assistance Sector of the RSM/EA Strategic Plan/Desktop Study, at a cost of \$8,284. In the second quarter of the fiscal year, AIT provided technical support for D.O. #4, the Asian Urban Disaster Mitigation Project Design, at a cost of \$2,203. AIT's IQC (Indefinite Quantity Contract) type subcontract is effective from November 15, 1994 until September 29, 1998.

- **Development Associates (DA)**

In the first quarter of the fiscal year, DA provided technical inputs into D.O. #3, the MEF

Training Center, for a cost of \$71,423. In the same quarter, DA also provided technical assistance for the Democracy Sector and the Population, Health and Nutrition Sector of the RSM Strategic Plan/Desktop Study, at a cost of \$40,142. Starting from the last quarter of the fiscal year, DA is providing consultant Dr. Paul Hebert, the Higher Education Advisor, for D.O. #8 in Cambodia. To date, the costs for D.O. #8 from July 3 to September 10, 1995 are \$12,887. DA's IQC (Indefinite Quantity Contract) type subcontract is effective from November 27, 1993 until September 29, 1998, with an option to extend for two one-year periods.

- **Institute for Population and Social Research, Mahidol University**

During the first quarter of the fiscal year, the Institute for Population and Social Research at Mahidol University provided a draft analysis of the Population, Health and Nutrition Sector in Thailand for the RSM/EA Strategic Plan/Desktop Study. The cost was \$2,540. This fixed price agreement was effective from December 1, 1994 until the completion date of December 19, 1994.

- **Institute of Nutrition, Mahidol University**

During the first quarter of the fiscal year, the Institute of Nutrition at Mahidol University provided a draft analysis of the Population, Health and Nutrition Sector in Burma for the RSM/EA Strategic Plan/Desktop Study. The cost of this assistance was \$1,778. This fixed price agreement was effective from December 1, 1994 until the completion date of December 14, 1994.

- **Dr. Mehdi Krongkaew, Faculty of Economics, Thammasat University**

In the first quarter of the fiscal year, Dr. Krongkaew provided two country economy overview reports for Thailand and Burma for the RSM/EA Strategic Plan/Desktop Study. The cost was \$2,500. This fixed price agreement was effective from November 30, 1995 until December 7, 1994.

- **Mekong International Development Associates (MIDAS)**

In the first quarter of the fiscal year, MIDAS provided written reviews and technical advice on the development of the Environmental Sector for the RSM Strategic Plan/Desktop Study for the cost of \$3,656. This fixed price subcontract was effective from November 7, 1994 to December 9, 1994.

- **Pacific Management Resources (PACMAR)**

In the first quarter of the fiscal year, PACMAR provided technical assistance for the Economic Growth Sector of the RSM/EA Strategic Plan/Desktop Study. The cost was \$13,370. This fixed price was effective from November 10, 1994 until the completion date of December 9, 1994, and the level of effort was five working days.

- **Population and Community Development Association (PDA)**

In the first and second quarters of the fiscal year, PDA provided fifteen days of technical

assistance for the Population, Health and Nutrition Sector of the RSM/EA Strategic Plan/Desktop Study, at a cost of \$6,211. PDA's IQC type subcontract is effective from November 27, 1993 to September 29, 1998, with an option to extend for two one-year periods.

- **Mr. Christopher Elias, The Population Council**

In the first quarter of the fiscal year, the Population Council contributed written technical comments on draft country profile reports of the Population, Health and Nutrition Sector in Cambodia, Laos, and Vietnam, for the RSM/EA Strategic Plan/Desktop Study. The cost was \$900. This fixed price subcontract was effective from January 20, 1995 to January 27, 1995. The level of effort was three working days.

- **Dr. Gary Suwanarat**

In the first quarter of the fiscal year, Dr. Suwanarat provided draft country reports for Burma, Mongolia and Thailand for the Democracy Sector of the RSM/EA Strategic Plan/Desktop Study. The cost was \$5,514. This fixed price subcontract was effective from November 23, 1994 until the completion date of December 9, 1994, and the level of effort was ten working days.

- **Dr. Earnporn Thongkrajai, Community and Health Development Project, Khon Kaen University**

In the first quarter of the fiscal year, the Dr. Thongkrajai contributed technical comments on draft country sector profile reports on the Population, Health and Nutrition Sector in Thailand and Laos, for the RSM/EA Strategic Plan/Desktop Study. The fixed price was \$280. The subcontract was effective from January 20, 1995 until the completion date of January 27, 1995, and the level of effort was two working days.

- **Urban Regional Research (URR)**

In the second quarter of the fiscal year, URR provided 25 days of technical assistance for the Asian Urban Disaster Mitigation Project Design (D.O. #4) at a cost of \$23,859. The subcontractor participated on a team assisting RHUDO/Bangkok and the Asian Disaster Preparedness Center to prepare a project design paper for the Asian Disaster Mitigation Project. URR's IQC type subcontract was effective from January 20, 1995 to February 20, 1995.

- **Dr. Peter Kunstadter, University of California, San Francisco (UCSF)**

In the first quarter of the fiscal year, Dr. Kunstadter provided a summary of the Population Health and Nutrition Sector in Cambodia, China, Burma, Laos, Mongolia, Thailand, and Vietnam, for the RSM/EA Strategic Plan/Desktop Study. The cost was \$2,200. This fixed price agreement was effective from November 21, 1994 until December 4, 1994.

- **University Research Corporation (URC)**

In the first and second quarters of the fiscal year, URC provided technical assistance for the RSM/EA Strategic Plan/Desktop Study at a cost of \$25,742. This assistance included two final working outlines for the Population, Health and Nutrition (PHN) Sector analyses: country-specific PHN Sector analyses for Burma, Cambodia, China, Laos, Mongolia, Thailand, and Vietnam; and one summary PHN Sector analysis providing an overview of regional trends and key PHN issues in the above seven countries. This cost plus fixed fee subcontract was effective from November 18, 1994 to January 31, 1995, and the level of effort was forty days.

### **3.d PROJECTED ACTIVITIES FOR THE 1ST QUARTER OF FISCAL YEAR 1995-6**

During the next quarter, the following activities are anticipated:

#### **Core-Funded Activities:**

- Continuing core funded activities to support RTSP operations;
- Support for D.O. #7, which will include continued technical, logistical, and procurement support;
- Support for buy-ins in Cambodia, which will include continued technical and logistical support; and
- Re-engineering RTSP support, design and implementation operations, in conjunction with USAID's re-engineering of its missions, including the RSM/EA.

#### **Buy-ins:**

- Implementing D.O. #7 in Mongolia;
- Implementing D.O. #8 in Cambodia;
- Negotiating and implementing D.O. #9 in Cambodia; and
- Working with the AID/Representative for Cambodia and his staff to design the Sustainable Economic Growth Strategic Objective (S.O.), and a program to support it.

#### **4. PERFORMANCE**

##### **For Core Activities:**

- **Operation of Bangkok DAI/RTSP office:** on-target

This included overall project direction, accounting and administrative procedures, as well as technical supervision for buy-ins and core-funded activities. Over the past year, the RTSP has successfully completed D.O. #3 and D.O. #4; responded to requests for proposed D.O. #5 and #9; negotiated and started up the two long term D.O. #7 and D.O. #8; and is currently negotiating D.O. #9. In addition, the RTSP managed the start-up and completion of the Strategic Plan/Desktop Study for the RSM/EA. These activities are described in more detail in Section 3a above.

- **Support for the buy-ins in Cambodia:** on-target

Support included field visits by Mr. Gajewski and Dr. Winkler to Cambodia. RTSP closed down the DAI/Phnom Penh Office when D.O. #3, the MEF Training Center, was completed in the first quarter of the fiscal year. DAI hired Mr. Kee Peung as Operations Manager to re-open the DAI/Phnom Penh Office in May of 1995 in order to support upcoming activities in Cambodia. The DAI/Phnom Penh Office provided support and arranged accommodation for Bill Wanamaker, the Administrative Specialist, and Paul Hebert, the Higher Education Advisor. These activities are described in detail in Section 3a above.

- **Support for the buy-in in Mongolia:** on target

Support included field visits by Mr. Gajewski and Dr. Winkler to Mongolia to negotiate the D.O. and ensure a smooth and rapid project start-up. The RTSP has conducted much of the procurement for the EPSP, including sending three air shipments containing office supplies, filing cabinets, a typewriter, fax machine, photocopier and computer. DAI/Bethesda mobilized the Project Advisor Bill Bikales and his family, and assisted in procurement, sending two shipments consisting of five computers and a Jeep Cherokee. These activities are described in detail in Section 3a above.

##### **For Current Buy-ins:**

- **D.O. #7:** on-target

EPSP Project Advisor Bill Bikales and his family have been mobilized from the U.S., and the project office has been set up in space provided by the Office of the Prime Minister. The office is fully operational with computers, telephones, fax, e-mail, and accounting and inventory systems. Many local staff positions have been filled or are in the process of being filled. Dr.

Bikales has developed a draft one-year work plan, which was approved by the GOM and USAID. Dr. Bikales is currently starting up project activities, preparing material for the upcoming World Bank Donors' Meeting in February, and liaising with the GOM officials to identify priority areas of assistance. These activities are described in detail in Section 3b above.

- **D.O. #8:** on-target

Dr. Paul Hebert completed the short term Phase I and submitted a detailed 16-month work plan on July 31. This work plan was approved, and Dr. Hebert was mobilized for the long term portion of the delivery order on August 15. Dr. Hebert has established contact with key donors, government ministries and NGOs. He began work with project counterparts to establish the Secretariat for National Higher Education and the National Working Groups (NWGs), which will provide research and analysis support for the Secretariat. Dr. Hebert sent a letter of invitation to submit nominees for the NWGs to over 100 designated persons in RCG ministries, private employers and other organizations concerned with higher education in Cambodia. Dr. Hebert received nominations for the NWGs, and the final selection process should be completed by the end of October 1995. D.O. #8 is currently planning their move to the CDC complex at the Government Palace. These activities are described in detail in Section 3b above.

#### **For Subcontractor activities:**

- **Australian Centre for Education (ACE):** on target  
In the first quarter of the fiscal year, ACE provided English language and computer training for D.O. #3, the MEF Training Center for Cambodia.
- **Asian Institute of Technology (AIT):** on target  
In the first quarter of the fiscal year, AIT provided technical assistance for the Humanitarian Assistance Sector of the RSM/EA Strategic Plan/Desktop Study. In the second quarter of the fiscal year, AIT provided technical support for D.O. #4, the Asian Urban Disaster Mitigation Project Design.
- **Development Associates (DA):** on target  
In the first quarter of the fiscal year, DA provided technical inputs into D.O. #3, the MEF Training Center, and provided technical assistance for the Democracy Sector and the Population, Health and Nutrition Sector of the RSM Strategic Plan/Desktop Study. Starting from the last quarter of the fiscal year, DA is providing consultant Dr. Paul Hebert, the Higher Education Advisor, for D.O. #8 in Cambodia.
- **Institute for Population and Social Research, Mahidol University:** on target  
During the first quarter of the fiscal year, the Institute for Population and Social Research at Mahidol University provided a draft analysis of the Population, Health and Nutrition Sector in Thailand for the RSM/EA Strategic Plan/Desktop Study.

- **Institute of Nutrition, Mahidol University:** on target  
During the first quarter of the fiscal year, the Institute of Nutrition at Mahidol University provided a draft analysis of the Population, Health and Nutrition Sector in Burma for the RSM/EA Strategic Plan/Desktop Study.
- **Dr. Mehdi Krongkaew, Faculty of Economics, Thammasat University:** on target  
In the first quarter of the fiscal year, Dr. Krongkaew provided two country economy overview reports for Thailand and Burma for the RSM/EA Strategic Plan/Desktop Study.
- **Mekong International Development Associates (MIDAS):** on target  
In the first quarter of the fiscal year, MIDAS provided written reviews and technical advice on the development of the Environmental Sector for the RSM Strategic Plan/Desktop Study.
- **Pacific Management Resources (PACMAR):** on target  
In the first quarter of the fiscal year, PACMAR provided technical assistance for the Economic Growth Sector of the RSM/EA Strategic Plan/Desktop Study.
- **Population and Community Development Association (PDA):** on target  
In the first and second quarters of the fiscal year, PDA provided fifteen days of technical assistance for the Population, Health and Nutrition Sector of the RSM/EA Strategic Plan/Desktop Study.
- **Mr. Christopher Elias, The Population Council:** on target  
In the first quarter of the fiscal year, the Population Council contributed written technical comments on draft country profile reports of the Population, Health and Nutrition Sector in Cambodia, Laos, and Vietnam, for the RSM/EA Strategic Plan/Desktop Study.
- **Dr. Gary Suwanarat:** on target  
In the first quarter of the fiscal year, Dr. Suwanarat provided draft country reports for Burma, Mongolia and Thailand for the Democracy Sector of the RSM/EA Strategic Plan/Desktop Study.
- **Dr. Earnporn Thongkrajai, Community and Health Development Project, Khon Kaen University:** on target  
In the first quarter of the fiscal year, the Dr. Thongkrajai contributed technical comments on draft country sector profile reports on the Population, Health and Nutrition Sector in Thailand and Laos, for the RSM/EA Strategic Plan/Desktop Study.
- **Urban Regional Research (URR):** on target  
In the second quarter of the fiscal year, URR provided 25 days of technical assistance for D.O. #4, the Asian Urban Disaster Mitigation Project Design, at a cost of \$23,859. The subcontractor participated on a team assisting RHUDO/Bangkok and the Asian Disaster

Preparedness Center to prepare a project design paper for the Asian Disaster Mitigation Project.

- **Dr. Peter Kunstadter, University of California, San Francisco (UCSF):** on target  
In the first quarter of the fiscal year, Dr. Kunstadter provided a summary of the Population, Health and Nutrition Sector in Cambodia, China, Burma, Laos, Mongolia, Thailand, and Vietnam, for the RSM/EA Strategic Plan/Desktop Study.
- **University Research Corporation (URC):** on target  
In the first and second quarters of the fiscal year, URC provided technical assistance for the RSM/EA Strategic Plan/Desktop Study at a cost of \$25,742. This assistance included two final working outlines for the Population, Health and Nutrition (PHN) Sector analyses; country-specific PHN Sector analyses for Burma, Cambodia, China, Laos, Mongolia, Thailand, and Vietnam; and one summary PHN Sector analysis providing an overview of regional trends and key PHN issues in the above seven countries.

## 5. STATEMENT OF WORK

It is the opinion of the contractor that the statement of work in the subject contract fits the current circumstances, and there is no need for the statement to be amended.

## **Activity Reports For D.O. #7 and D. O. #8**

There follow two activity reports:

- the first activity report for D.O. #7, the Economic Policy Support Project (EPSP) in Mongolia. This report covers the period from project start-up on June 7, 1995 through September 30, 1995.
- the first activity report for D.O. #8, the National Higher Education Action Plan Project (NHEAPP). This report covers the period from project start-up on July 3, 1995 through September 30, 1995.



**OPERATIONS RESEARCH CENTER  
ECONOMIC POLICY SUPPORT PROJECT**

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**Economic Policy Support Project**  
Government House  
Ulaanbaatar, Mongolia  
Telephone : (976-1) 329163, 328147  
FAX : (976-1) 329163

**MEMORANDUM**

**To:** Chuck Howell, Resident Representative, USAID Ulaanbaatar  
cc: Denny Robertson, RSM Project Officer  
Peter Gajewski, Director, RTSP

**From:** Bill Bikales  
Project Advisor, EPSP

**Date:** October 6, 1995

**Re:** Activity Report #1, for Quarter Ending September 30, 1995  
Delivery Order 7 Under Contract 410-0004-C-00-3483

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In this quarter our activities were concentrated on the following tasks;

1. Recruitment of local economists and support staff; Mr. J. Batkhuyag of the Economics College was hired on June 14 and Mr. Ts. Batbold, just returned from studies at the University of Maryland, was hired on September 6. The Project Office Manager, Ms. T. Tungalag, started work on July 14. One project translator, Mr. L. Baidelger, worked for the period July 25-September 4, but then left the project. Interviews were then held with other candidates for that post.
2. Equipping the project offices. Computer equipment was procured by DAI in the U.S. based on specifications prepared by the project, and was installed in Ulaanbaatar on September 12. Other equipment and furniture, including photocopier, fax, typewriter and file cabinets, as well as miscellaneous office supplies, were procured by the RTSP in Bangkok, and shipped here in June, August and September. A good deal of other equipment and materials were procured locally. The

offices are fully operational.

3. Commencement of policy dialogue with key government organizations, as well as private and non-governmental organizations, focusing on the identification of priority areas for assistance. In addition to frequent meetings with Mr. L. Zorig, Senior Advisor to the Prime Minister, who was designated as chief project counterpart, and with Mr. S. Banzragch, Chief of the Cabinet Secretariat and another key counterpart in the Prime Minister's office, meetings were held with the following individuals, (in some cases several meetings were held);

Bank of Mongolia: Mr. D. Molomjamts, Governor  
Mr. Unenbat, Director, Monetary Policy Department,  
Mr. Monkhat, Director, International Department;  
Mr. Enkhuyag, Director of Banking Department  
Ministry of Finance: Mr. E. Byambajav, Minister  
Mr. Batnasan, Chief of Budget Department  
Mr. Boldbaatar, Director Treasury Department  
National Development Board: Mr. Ch. Ulaan, State Minister and Chairman  
Mr. L. Demberel, Deputy Chairman  
State Statistical Office: Mr. B. Batmonkh, Deputy Director  
Ministry of Trade and Industry: Mr. Kh. Ganbaatar, Director of Industry and Foreign  
Investment Department  
Mr. Tumurbaatar, Department Chief  
Ministry of Food and Agriculture: Mr. Uuld, Minister  
Ministry of Energy, Geology and Mining: Mr. Jigjid, Minister  
State Privatization Commission: Mr. Ochbadrakh, Deputy Chairman  
Mr. L. Bailykhuu, Secretary  
State General Customs Administration: Mr. Sharavsambuu, Director  
State Tax Administration: Mr. Zinamyadar, Deputy Director  
Ulaanbaatar Governor's Office: Mr. Bat, Director of Social and Economic Dept.  
Mongolian Producers' Association: Mr. Nyamsambuu, Director  
Market Research Institute: Mr. S. Demberel, Director  
Institute of Economics: Mr. S. Lkhagva, Director  
Mongolian Business Development Center: Mr. S. Barsbold, Director  
Eermel Company: Mr. Munkhjagal, Director  
Gazar Holdings Company: Mr. Batsaikhan, Owner  
Eximbank: Mr. M. Bold, Director

Following these discussions written requests for assistance were sent to the project from a number of agencies; the Ministry of Finance, the Ministry of Food and Agriculture, the Ministry of Energy, Geology and Mining, the Ministry of Justice, the State Statistical Office, the State Tax Administration, and the Ulaanbaatar Governor's Office.

4. Meetings were also held with foreign advisors from projects relevant to the planned work of the EPSP, to discuss their views of current problems in economic policy-making, and help identify areas

in which our assistance can be of the greatest benefit. Some of those met were;

World Bank: Mr. Carlos Elbert, Economist, China/Mongolia Department

Ms. Naomi Chakwin, Consultant, Financial Sector Project

IMF: Mr. Sukhdev Shah, Resident Representative

Mr. Tom Marshello, Advisor, Ministry of Finance

Mr. James Morsink, Economist, Mongolia Section

UNDP: Mr. Paul Oquist, Senior Advisor, Management Development Programme

ADB: Mr. Peter Tasker, Consultant, Agricultural Sector Project

Mr. Michael Crossley, Consultant, Financial Sector Project

5. A meeting was held on July 20, with representatives of the Bank of Mongolia, Ministry of Finance, State Statistical Office, Ministry of Trade and Industry and State General Customs Administration, concerning the current availability of economic data, sharing of data between their offices and our project, and ways to improve the quality of data.
6. A meeting was held on August 25 with representatives of the Bank of Mongolia, Ministry of Finance, National Development Board and State Statistical Office, to discuss the establishment of an inter-ministerial macroeconomic analysis group. Notification regarding the establishment of this group was then sent by Mr. L. Zorig of the Prime Minister's Office to these and other key policy-making agencies. Monthly meetings will begin October 6, 1995.
7. The project was requested by the Ministry of Finance and the Office of the Deputy Prime Minister to assist with the analysis of proposals to reorganize the central government. Two memos were submitted on this topic.
8. The project was requested by the Bank of Mongolia to review materials presented to them by the World Bank, ADB and IMF concerning financial sector reform and monetary policy. Three meetings were held with key Bank personnel to discuss these issues, and two memos were prepared for the Governor.
9. The advisor participated, at the invitation of the USAID resident representative, in a number of activities and discussions concerning parts of the Economic Policy Support Project not covered by this contract. These included discussions of new project proposals from the Financial Services Volunteer Corps and IRIS, and interviews of candidates for the Economics Masters' Degree programs in the United States.

**Activity Report: July 3 - September 30, 1995**  
**National Higher Education Action Plan Project (NHEAPP)**  
**Delivery Order #8 under the Regional Technical Support Project (RTSP)**

**Introduction**

The project's main objective is to develop a National Higher Education Action Plan to restructure, rehabilitate and reform the higher education system over the next 5-10 years. The NHEAPP is divided into six phases, two of which have been completed. In the initial one-month Phase I, Dr. Hebert liaised with donors, government ministries, and NGOs; assisted the Royal Cambodian Government (RCG) in designing and establishing the National Higher Education Task Force (NHETF); conducted an assessment; and designed and submitted the 16 month workplan, which was approved by USAID. Phase I ran from July 3 to August 1, 1995.

At USAID's request, Dr. Hebert returned to Cambodia earlier than originally planned in order to begin Phase II on August 15. From August 15 to September 30, Dr. Hebert began establishing the Secretariat for National Higher Education and the National Working Groups (NWGs), which will provide research and analysis support for the Secretariat. Dr. Hebert assisted USAID/Cambodia and the MOEYS in meetings and negotiations for developing projects to address higher education needs in Cambodia. Phase I and Phase II activities are presented in more detail below.

**PHASE I: Assessment and Work Plan Design (July 3 - August 1, 1995)**

● **Liaising with donors, government ministries and NGOs**

During Phase I, Dr. Hebert established relationships with key donors, government ministries, and NGOs involved in higher education. In particular, Dr. Hebert met with the representatives and technical staff of the major multilateral and bilateral donors, in order to discuss their on-going project activities, re-affirm their commitment to the NHEAPP, and identify initial areas of cooperation. These donors included AusAID, ADB, UNDP, UNICEF, French Cooperation, CIDA, SIDA, GTZ, ODA/British Council, AUPELF European Community, and JICA. Dr. Hebert liaised with relevant government ministries, including the Ministry of Education, Youth and Sport (MOEYS), the Ministry of Health, the Ministry of Agriculture, the Ministry of Culture, and the Ministry of Transportation. Dr. Hebert met with a number of NGOs individually, and made a formal presentation of the NHEAPP's goals and activities to the monthly meeting of EDUCAM, an association of all the NGOs involved in the education sector in Cambodia. The association and its 45 member groups confirmed their full commitment to collaborate with the NHEAPP, and Dr. Hebert scheduled an NHEAPP progress briefing for the next meeting of EDUCAM on October 13, 1995.

- **The National Higher Education Task Force**

Dr. Hebert assisted the RCG in designing and establishing a National Higher Education Task Force (NHEETF). Dr. Hebert attended a meeting held with representatives of the World Bank and AusAID, and H.E. Keat Chhonn, who is the Senior Minister of State for Rehabilitation and Development and the Chairperson of the NHEETF, in order to discuss the agenda for the initial NHEETF meeting and to establish the schedule for NHEETF meetings through the life of the project. The charter NHEETF meeting was held on July 20, 1995. Dr. Hebert chaired the discussion on identifying topics to form the basis for the National Action Plan's operational framework. The Task Force selected the following six topics: 1) Legislation and Structure; 2) Resources; 3) Access and Output; 4) Academic Programs; 5) Language; and 6) Institutional Management. The NHEETF also decided that the Secretariat will be based at the Cambodian Development Council (CDC) complex at the Government Palace. The trilingual minutes of the meeting were distributed to relevant government ministries, donors, institutions of higher education, and NGOs.

- **The Work Plan for D.O. #8, the NHEAPP**

With the assistance of Dr. Jim Winkler of DAI/Bangkok and Mr. Kee Peung of DAI/Phnom Penh, Dr. Hebert completed the work plan and submitted it to USAID on July 31, 1995. USAID approved the plan and requested Dr. Hebert to return on August 15 instead of September 1, as originally planned, to begin implementing Phase II.

## **PHASE II: Organizational Development and Institutional Building (August 15 - September 30, 1995)**

Dr. Hebert worked with key counterparts to begin establishing the Secretariat for National Higher Education, the National Working Groups (NWGs) and the legal, institutional and organizational arrangements necessary for smooth functioning of the project.

- **MOU among Donors for Mobilization of Technical Assistance and Other Support**

In the World Bank/AusAID mission of March 1995, USAID, AusAID and the World Bank documented their agreement to finance the NHEAPP. During the World Bank/AusAid Mission of July 1995, the World Bank developed a budget which AusAID and USAID discussed and agreed upon, although there was no formal MOU. The World Bank and AusAID agreed to work out the details of their respective funding commitments as soon as possible and to put in effect their disbursement mechanisms and procedures. However, due to financing policies and structural adjustment obligation of the RCG, the financing arrangements of both the World Bank and AusAID have been delayed, although funds are expected by the end of October 1995. A

World Bank/AusAID is scheduled to be in Phnom Penh from October 16-21, and at that time the three donors involved can review and coordinate their project commitments.

- **The Secretariat for National Higher Education**

With the assistance of Dr. Vin McNamara, Advisor to the Ministry of Education, Dr. Hebert began screening applicants for staff positions for the Secretariat for National Higher Education. With authorization from the World Bank, Dr. Bit Seanglim was hired as the Executive Director, effective September 15, 1995. His salary covered by an advance from the WB/IDF grant. AusAID had committed to funding the staff and operations of the Secretariat, but the formal approval and disbursement of funds was delayed, and procurement planning and further staff recruitment was put on hold in early September. World Bank funds were not forthcoming, so the procurement of computer equipment and materials was also temporarily suspended. Dr. Hebert, working with Dr. McNamara, is in the process of negotiating advance funds from the Australian Embassy and the local office of AusAID. These funds would be used to hire secretarial staff and procure office furniture.

The Office of the Secretariat is scheduled to move to the 'CDC' complex at Government Palace on October 6, 1995, rather than on August 15, 1995, as originally planned, due to extensive renovation and installation of air-conditioning units. Dr. Hebert and Mr. Kee Peung of DAI/Phnom Penh arranged temporary office facilities at the Landmark Boulevard Hotel

- **The National Working Groups**

Dr. Hebert began the recruitment process for the 30 members of the NWGs on September 1, as scheduled. Dr. Hebert sent a letter of invitation to submit nominees to relevant ministries, donors, higher education institutions, NGOs, and other interested organizations. The initial response was quite positive, with 55 nominations from 24 organizations. The deadline for responses was extended from September 15 to September 30, due to requests from the respondents for more time. Dr. Hebert, Dr. Seanglim, and a representative of the Ministry of Education, Youth and Sport (MOEYS) began to screen the candidates, and will complete the final selection by October 7, 1995. These candidates will be submitted to the NHETF for formal approval on October 26, 1995.

Dr. Hebert scheduled meetings with each of the six NWGs for the next quarter. In these meetings, the NWGs will develop their work plans and identify initial technical assistance needs. The NWGs will use their TORs as the key basic document for developing their work plans, since the TORs specify the activities, potential technical assistance, necessary training potential, and expected outputs for each NWG.

- **Assistance to USAID/Cambodia**

At USAID/Cambodia's request, Dr. Hebert participated in discussions on development

projects to establish a new Faculty of Law . Dr. Hebert contributed to on-going negotiations with Georgetown University, the MOEYS Faculty of Business, and University of San Francisco Law School to develop pilot programs that would serve as models to be integrated into the National Action Plan for higher education.

- **Assistance to MOEYS**

Dr. Hebert participated in negotiations between senior administrators of the MOEYS and a number of foreign university institutions seeking to develop formal inter-institutional relations, including McGill University of Canada, LaTrobe University of Australia, and San Francisco State University, University of California at Berkeley, Columbia Teacher's College, Middlesex Community College and Berkshire Community College of the U.S. Dr. Hebert also participated in the meetings of the MOEYS's newly established Project Management and Monitoring Unit (PMMU), funded by the ADB. The PMMU is responsible for planning and coordinating donor assistance to the Education Sector.

At the request of MOEYS and UNESCO, Dr. Hebert served as a member of the National Steering Committee responsible for the National Seminar on Higher Education. Dr. Hebert assisted in a training workshop for the facilitators and rapporteurs of the discussion group sessions. The seminar is expected to contribute significantly to the forthcoming work of the National Working Groups, and it is scheduled for October 17-19, 1995.

## **B. ADMINISTRATIVE INFORMATION:**

### **1. Introduction**

There were two modifications on the basic contract during the second year of the project; Modifications # 5 and 6. Modification # 5 was to increase the "Subcontract" line item in the itemized life of project budget by \$2,000,000. This took effect on January 9, 1995. The previous budget for Subcontract line item of \$361,396 was increased to \$2,361,396 by reducing all other line items proportionately, except fixed fee, in an equivalent aggregate total of \$2,000,000 with no change in the total contract estimated cost. Modification # 6 added \$100,000 in incremental funding to the Core Activities. This amendment was signed on August 25, 1995.

Also during this year, two new delivery orders<sup>1</sup> were approved to be implemented; the Economic Policy Support Project in Mongolia (Delivery Order (D.O.) # 7 and the National Higher Education Action Plan Project (NHEAPP) in Cambodia, D.O. # 8. However, two delivery orders were completed; the MEF Staff Training Program, D.O.# 3 and the Urban Disaster Mitigation Project, D.O. # 4.

During the last quarter of the fiscal year, \$150,000 was obligated for the National Higher Education Action Plan Project (NHEAPP) for Cambodia, D.O. # 8. This activity was approved to commence on June 30, 1995.

The Economic Policy Support Project (EPSP) office in Ulaanbaatar, Mongolia is now fully operational. Two Mongolian economists has been hired and their salaries were approved by USAID. The office is fully equipped with computers and softwares that were procured and shipped to Ulaanbaatar by the DAI office in Bethesda. The project bank accounts has been set up and the field accounting system is now fully functional.

In Phnom Penh, Cambodia, Mr. Kee Peung was hired beginning May 1, 1995 to re-establish the DAI office. The re-opening of the office was associated with D.O. # 8. The Project Officer, Mr. Denny Robertson, approved to fund from Core Activities the administrative and logistical support to D.O. # 8 from May 1 though August 31, 1995, thus all the costs incurred related with the re-establishment of the office was chargeable to Core. An amendment to D.O.# 8 to increase the budget is still under review by USAID. Mr. Peung's salary and some other direct costs will be funded under this modification. We expect the modification to take effect on September 1, 1995.

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<sup>1</sup> Please note that delivery order and work order were used interchangeably throughout this report.

This year, USAID indefinitely suspended two anticipated delivery orders, the Trade and Investment Promotion in Cambodia, D.O. # 5 and the Policy Maker Seminar, D.O.# 6. We do not foresee that these two delivery orders will be implemented in the near future.

With the modifications and additions on the contract budget during this period, below is the breakdown of obligated amount for each activities as of the end of this fiscal year:

Previous Obligation Core Activities	\$	3,769,081.00
Modification No. 6		100,000.00
		-----
Subtotal		3,869,081.00
Work Orders:		
Work Order # 1	\$	211,370.00
Work Order # 2		163,853.00
Work Order # 3		443,303.00
Work Order # 4		70,275.00
Work Order # 7		1,095,000.00
Work Order # 8		150,000.00
		-----
Subtotal for Work Orders		2,133,801.00
		-----
<b><i>Total Obligated Amount in the Basic Contract</i></b>	<b>\$</b>	<b>6,002,882.00</b>
		=====

## **2. Financial Report**

The total expenditures from inception of the project through August 31, 1995 for Core Activities and work orders amounted to \$ 2,724,802.44. This amount represents 11.70% of the life of the project budget.

Attachment No. 1 shows the overall budget and expenditures to date for Core Activities and work orders as of August 31, 1995.

Please note that the actual expenditures for September 1995 for both Core Activities and work orders are not yet available as of this writing. All the expenditures for September 1995 will be included in the next quarter's financial report.

The table below shows the balances of the obligated amounts for Core Activities and delivery orders as of August 31, 1995.

<b>Table 1. Status of Funds Obligated for RTSP</b>			
	<b>CORE</b>	<b>Delivery Orders</b>	<b>Total</b>
Obligated Amount as of June 30, 1995	3,769,081.00	1,983,801.00	5,752,882.00
Obligated this quarter	100,000.00	150,000.00	250,000.00
Total Obligated	3,869,081.00	2,133,801.00	6,002,882.00
Expenditures to date	1,832,779.62	892,022.82	2,724,802.44
<i>Balance remaining</i>	<i>\$2,036,301.38</i>	<i>\$1,241,778.18</i>	<i>\$3,278,079.56</i>

Expenditures for Core activities of \$1,832,779.62 from inception of the project through August 31, 1995 represents 47.37% of the obligated amount for Core of \$3,869,081.00, while the expenditures for work orders of \$892,022.82 represents 41.80% of the obligated amount of \$2,133,801.00.

**Final invoice** for Delivery Order # 2 was submitted on June 28, 1995. It has billed a total \$128,500.91; this represents 78.42% of the amount budgeted for this activity.

Delivery orders 3 and 4 were completed during the previous quarters but there were expenses paid only this quarter for costs incurred before the termination date of these contracts. Thus, the closing financial reports on Delivery Orders 3 and 4 have not yet been submitted to USAID.

The MEF Staff Training Program, Delivery Order # 3, was completed on December 1994. Billed expenditures as of May 31, 1995 amounted to \$408,839.57; this amount represents 92.23% of the amount budgeted for this activity.

Delivery Order # 4, The Urban Disaster Mitigation Project, which ended in February 1995 has billed \$67,863.35 as of May 31, 1995; this amount represents 96.57% of the project budget of \$70,275. Final billing will be submitted next quarter for this work order.

The Economic Policy Support Project in Mongolia (EPSP), Delivery Order # 7, has used \$82,028.18 as of the end of August 1995. This amount represents 5.76% of the total budget. There was no Short-term technical assistance (STTA) work yet for this delivery order.

The total approved budget for the National Higher Education Action Plan Project (NHEAPP) Project in Cambodia, Delivery Order # 8, is subcontracted to Development Associates (DA). DA has already submitted an invoice to the DAI office in Bethesda for expenses incurred in Phnom Penh for the implementation of Delivery Order # 8, but there were a number of financial issues that DA and DAI need to resolve before an invoice could be submitted to USAID. However, the administrative and logistical support costs chargeable to Core for this project were already included in the Core Activities financial reports.

All the reporting requirements for the RSM/EA/ Strategic Plan/Desktop Study has been submitted to USAID. We do not anticipate to incur more costs for this activity. All the expenditures for the desktop study were incorporated in the Core financial reports.

Attachments 2, 3, 4, and 5 show the budgets and cumulative expenditures for Delivery Orders 2, 3, 4, and 7 respectively.

Chart No. 1 shows the ratio of billed expenditures for each activity to total billings from inception of each projects through August 31, 1995.

### **3. Level of Effort**

A total of 15.30 person months (pm) were used during quarter; this brings the total person months used for the year to 69.99. From July to September 1995, Core Activities used 5.30 pm of expatriate's time (3.81 pm used for office in Bangkok and 1.49 pm of home office staff) while delivery orders used a total of 10 person months. D.O. # 7 used 3 pm of expatriate's time and 4 pm of local hire economists. D.O.#8 used 3 pm of expatriate's time.

Attachment 6 and 6a show the detail of person months used during the fiscal year while the breakdown of person months used by periods and by activities from inception of the project is shown on Table 2.

<b>Table 2. Person Months</b>										
	CORE			Work Orders						TOTAL
	Expatriate	Desktop Study	Home Office	#1	#2	#3	#4	#7	#8	
Year 1 Total	16.50		4.68	10.21	5.06	16.20				52.65
Year 2										
4th Qtr.1994	3.00	19.77	2.33			6.80				31.90
1st Qtr.1995	3.00	5.72	2.65				3.56			14.93
2nd Qtr.1995	3.24	1.36	1.69					0.81		7.10
3rd Qtr. 1995	3.81		1.49					7.00	3.00	15.30
Year 2 Total	13.05	26.85	8.16			6.80	3.56	7.81	3.00	69.23
<b>TOTAL</b>	<b>30.31</b>	<b>26.85</b>	<b>12.84</b>	<b>10.21</b>	<b>5.06</b>	<b>23.00</b>	<b>3.56</b>	<b>7.81</b>	<b>3.00</b>	<b>121.88</b>

**4. Budget Projections**

***Budget Forecast for 4th Quarter Year 1995  
October 1, 1995 through December 31, 1995***

Budget projections for 4th Quarter 1995 include the forecast for the following activities:

- ▶ Table 1 - Core Activities
- ▶ Table 2 - Work Order # 7, Economic Policy Support Project in Mongolia
- ▶ Table 3 - Work Order # 8, Long Term Education Specialist in Cambodia
- ▶ Table 4 - Work Order# 9, Monitoring and Evaluation in Cambodia

We anticipate that a two week consultancy under Delivery Order # 9 will be underway next quarter. USAID Cambodia has requested a short term assessment of the Democracy and Governance program. USAID still anticipates to carry out the full scope of work for a broader Monitoring and Evaluation program. Therefore, a budget projection for this delivery order is included in this report.

**Table 1. Core Activities**

Budget Projection for Core Activities For FY 1995 IV Quarter	
Line Items	In U.S. Dollars
Direct Labor	27,877.00
Fringe Benefits and Overhead	28,363.00
Allowances	9,811.00
Other Direct Costs	10,242.00
Travel and Per diem	11,100.00
Project Support Costs	48,000.00
Subcontracts	
Total	135,393.00

**Table 2. Work Order # 7 Economic Policy Support Project (EPSP) in Mongolia**

Budget Projection For FY 1994 IVQuarter	
Line Items	In U.S. Dollars
LTTA	
Direct Labor	25,327.50
Indirect Costs	21,357.83
Travel and Transportation	3,848.00
Allowances	42,659.75
Project Support Costs	21,487.46
Other Direct Costs	3,750.00
Procurement	37,500.00
Total LTTA	155,930.54
STTA	
Direct Labor	52,530.00
Travel and Transportation	22,187.90
Other Direct Costs	2,247.34
Total STTA	76,965.24
Total	232,895.78

**Table 3. Work Order # 8 Long Term Education Specialist in Cambodia**

Budget Projection For FY 1995 IV Quarter	
Line Items	In U.S. Dollars
Direct Labor	44,454.75
Travel and Per diem	1,500.00
Allowances	13,781.00
Other Direct Costs	14,154.00
Total	73,889.75

**Table 4. Work Order # 9 Monitoring and Evaluation in Cambodia**

Budget Projection For FY 1995 IV Quarter	
Line Items	In U.S. Dollars
Direct Labor	7,631.12
Travel and Per Diem	5,356.00
Other Direct Costs	1,661.00
Total	14,648.12

**Total Budget Projection for  
IV Quarter FY 1995**

**\$ 456,828.06**

**Attachment No. 1: Regional Technical Support Project**

Name of Contractor: Development Alternatives, Inc.  
 Financial Report from Inception through August 31, 1995

Contract No.: 410-0004-C-00-3483

Category	Budget Amount As per Mod.5	Cumulative Amount CORE	Cumulative Amount BUY-INS	Cumulative Total	Remaining Amount	Percent of Budget Expended
Salaries and Wages	5,763,504.00	379,721.02	82,664.35	462,385.37	5,301,118.63	8.02%
Indirect Costs	4,028,382.00	371,312.31	119,065.33	490,377.64	3,538,004.36	12.17%
Travel, Trans. and Per diem Allowances	2,865,106.00	109,591.09	49,859.03	159,450.12	2,705,655.88	5.57%
Other Direct Costs	3,433,035.00	112,911.65	31,353.04	144,264.69	3,288,770.31	4.20%
Procurement	808,810.00	173,093.51	256,153.18	429,246.69	379,563.31	53.07%
Project Support Costs	387,759.00	143,228.51	28,659.94	171,888.45	215,870.55	44.33%
Subcontractors	2,297,177.00	239,838.19	2,605.65	242,443.84	2,054,733.16	10.55%
	2,361,396.00	189,399.31	316,518.72	505,918.03	1,855,477.97	21.42%
<b>Subtotal</b>	<b>21,945,169.00</b>	<b>1,719,095.59</b>	<b>886,879.24</b>	<b>2,605,974.83</b>	<b>19,339,194.17</b>	<b>11.87%</b>
<b>Fee</b>	<b>1,353,214.00</b>	<b>113,684.03</b>	<b>5,143.58</b>	<b>118,827.61</b>	<b>1,234,386.39</b>	<b>8.78%</b>
<b>TOTAL</b>	<b>23,298,383.00</b>	<b>1,832,779.62</b>	<b>892,022.82</b>	<b>2,724,802.44</b>	<b>20,573,580.56</b>	<b>11.70%</b>

**Attachment No. 2: Work Order No. 2  
Final Report**

Cambodia Technical Support - Health and Rural Development  
 Name of Contractor: Development Alternatives, Inc.  
 Contract No.: 410-0004-C-00-3483

**Project Number: 2302**

Category	Budget Amount	Inception to Last Reported Period	This Period	Cumulative Amount	Remaining Amount	Percent of Budget Expended
Salaries and Wages	99,122.00	84,759.86	0.00	84,759.86	14,362.14	85.51%
Other Direct Costs	64,731.00	42,662.31	1,078.74	43,741.05	20,989.95	67.57%
<b>TOTAL</b>	<b>163,853.00</b>	<b>127,422.17</b>	<b>1,078.74</b>	<b>128,500.91</b>	<b>35,352.09</b>	<b>78.42%</b>

**Attachment No. 3: Work Order No. 3**

Cambodia Technical Support - MEF Staff Training Program  
 Name of Contractor: Development Alternatives, Inc.  
 Contract No.: 410-0004-C-00-3483

**Project Number: 2303**

Category	Budget Amount	Inception to Last Reported Period	This Quarter	Cumulative Amount	Remaining Amount	Percent of Budget Expended
Salaries and Wages	103,420.00	96,569.92	0.00	96,569.92	6,850.08	93.38%
Other Direct Costs	339,883.00	312,162.26	107.39	312,269.65	27,613.35	91.88%
<b>TOTAL</b>	<b>443,303.00</b>	<b>408,732.18</b>	<b>107.39</b>	<b>408,839.57</b>	<b>34,463.43</b>	<b>92.23%</b>

**Attachment No. 4: Work Order No. 4**

Urban Disaster Mitigation Project  
 Name of Contractor: Development Alternatives, Inc.  
 Contract No.: 410-U004-C-00-3483

**Project Number: 2304**

Category	Budget Amount	Inception to Last Reported Period	This Quarter	Cumulative Amount	Remaining Amount	Percent of Budget Expended
Salaries and Wages	49,848.13	32,412.48	18,461.52	50,874.00	-1,025.87	102.06%
Other Direct Costs	20,427.00	8,293.24	8,696.11	16,989.35	3,437.65	83.17%
<b>TOTAL</b>	<b>70,275.13</b>	<b>40,705.72</b>	<b>27,157.63</b>	<b>67,863.35</b>	<b>2,411.78</b>	<b>96.57%</b>

Attachment No. 5: Work Order No. 7

Mongolia Economic Policy Support Project (EPSP)  
 Name of Contractor: Development Alternatives, Inc.  
 Contract No.: 410-0004-C-00-3483

Project Number: 2305

Category	Budget Amount	Inception to Last Reported Period	This Quarter	Cumulative Amount	Remaining Amount	Percent of Budget Expended
<b>L T T A</b>						
SALARIES AND WAGES	202,221.00		18,242.88	18,242.88	183,978.12	9.02%
INDIRECT COSTS	168,337.00		15,990.98	15,990.98	152,346.02	9.50%
TRAVEL/TRANS & PER DIEM ALLOWANCES	41,159.00		6,760.70	6,760.70	34,398.30	16.43%
PROJECT SUPPORT COSTS	154,168.00		3,825.12	3,825.12	150,342.88	2.48%
OTHER DIRECT COSTS	235,319.00		2,605.65	2,605.65	232,713.35	1.11%
PROCUREMENT	23,303.00		1,871.33	1,871.33	21,431.67	8.03%
	95,339.00		27,587.94	27,587.94	67,751.06	28.94%
SUBTOTAL	919,846.00	0.00	76,884.60	76,884.60	842,961.40	8.36%
FEE @ 6.69%	61,538.00	0.00	5,143.58	5,143.58	56,394.42	8.36%
<b>TOTAL LTTA</b>	<b>981,384.00</b>	<b>0.00</b>	<b>82,028.18</b>	<b>82,028.18</b>	<b>899,355.82</b>	<b>8.36%</b>
<b>S T T A</b>						
SALARIES AND WAGES	285,743.00			0.00	285,743.00	0.00%
TRAVEL/TRANS & PER DIEM	143,912.00			0.00	143,912.00	0.00%
OTHER DIRECT COSTS	13,696.00			0.00	13,696.00	0.00%
<b>TOTAL STTA</b>	<b>443,351.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>443,351.00</b>	<b>0.00%</b>
<b>GRAND TOTAL</b>	<b>\$1,424,735.00</b>	<b>\$0.00</b>	<b>\$82,028.18</b>	<b>\$82,028.18</b>	<b>\$1,342,706.82</b>	<b>5.76%</b>

Attachment No. 6: Level of Effort for FY 1995  
October 1, 1995 through September 30, 1995

Development Alternatives, Inc.  
Regional Technical Support Project (RTSP)

	Person Months Used for FY 1995				TOTAL
	4th Qtr. 94	1st Qtr. 95	2nd Qtr. 95	3rd Qtr. 95	
<b>I. CORE</b>					
Expatriates					
Peter Gajewski	3.00	3.00	3.00	3.00	12.00
Bangkok	2.76	3.00	2.71	2.61	11.08
Phnom Penh	0.24		0.16	0.10	0.50
Mongolia			0.13	0.29	0.42
James Winkler			1.00	0.24	1.24
Bangkok			0.52		0.52
Phnom Penh			0.06	0.24	0.30
Mongolia			0.42		0.42
Home Office Support	2.33	2.65	1.69	1.49	8.16
Peter Davis			0.04		0.04
Suzanne Babb			0.72	0.28	1.00
Cheryl Gwynn	0.37	1.75	0.37	0.52	3.01
Dennis DeSantis	0.14	0.60			0.74
Others	1.82	0.30	0.56	0.69	3.37
Local Support Staff					
Bangkok Office	9.00	9.00	9.00	7.52	34.52
Office Manager	3.00	3.00	3.00	2.52	11.52
Accountant	3.00	3.00	3.00	2.00	11.00
Driver	3.00	3.00	3.00	3.00	12.00
Phnom Penh Office					5.57
William Wanamaker				0.57	0.57
Local Hire			2.00	3.00	5.00
<b>II. RSM Strategy Assessment Team</b>					
Project Director/Editorial:					4.41
James P. Winkler	1.88	0.91			2.79
Cheryl Gwynn	1.15	0.47			1.62
Environment:					7.80
DAI Richard English	2.25	1.11			3.36
DAI Michael Lee	1.96	0.14			2.10
DAI Michael Colby	1.79	0.32			2.11
MIDAS Tony Zola	0.23				0.23
Population and Health:					8.18
PDA John Baker	0.92				0.92
URC Jack Reynolds	1.29				1.29
DA S. AmaraSingham	0.32				0.32
Dr. Bencha	0.46				0.46

Attachment No. 6: Level of Effort for FY 1995  
 October 1, 1995 through September 30, 1995

Development Alternatives, Inc.  
 Regional Technical Support Project (RTSP)

	Person Months Used for FY 1995				TOTAL
	4th Qtr. 94	1st Qtr. 95	2nd Qtr. 95	3rd Qtr. 95	
Peter Kunstadter	0.46				0.46
G. Altig	0.32				0.32
E. Thongkrachai	0.14				0.14
Chris Elias	0.14				0.14
L. Krieger		1.48			1.48
O. Wrigley		1.29	1.36		2.65
<b>Democracy:</b>					<b>1.89</b>
DA Joel Jutkowitz	1.57				1.57
Gary Suwannarat	0.32				0.32
<b>Economic Growth:</b>					<b>2.82</b>
DAI Eric Nelson	2.13				2.13
PACMAR P. Sananikone	0.23				0.23
Mehdi Krongkaew	0.46				0.46
<b>Humanitarian Assistance:</b>					<b>0.97</b>
AIT Gary Shook	0.97				0.97
<b>Management and Organization:</b>					<b>1.00</b>
DAI Washington	1.00				1.00
<b>III. WORK ORDERS</b>					
<b>Work Order # 3</b>					<b>6.80</b>
William Fallon	2.73				2.73
J. Chisolm	2.00				2.00
Kee Peung	2.07				2.07
<b>Work Order # 4</b>					<b>3.56</b>
T. Boen		1.06			1.06
J. Parker		1.25			1.25
J. Preuss		1.25			1.25
<b>Work Order # 7</b>					<b>7.81</b>
Bill Bikales			0.81	3.00	3.81
Local Economist 1-Batkhuyag			0.50	2.50	3.00
Local Economist 2-Batbold				1.00	1.00
<b>Work Order # 8</b>					<b>3.00</b>
Paul Hebert				3.00	3.00

Attachment No. 6a: Level of Effort for FY 1995  
 October 1, 1995 through September 30, 1995

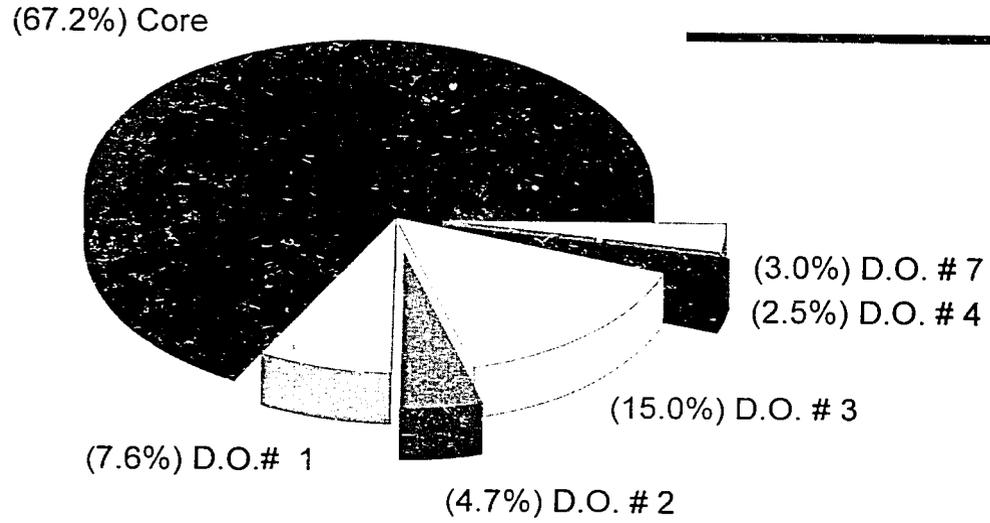
SUMMARY

CORE	
Expatriates	13.81
Home Office Support	8.16
RSM/EA Strategy Assessment Team	26.85
Work Orders	
Work Order # 3	
Expatriates	2.73
Local Hire	4.07
Work Order # 4	
Expatriates	3.56
Work Order # 7	
Expatriates	3.81
Local Hire	4.00
Work Order # 8	
Expatriates	<u>3.00</u>
Total Person Months Used this Fiscal Year	<u>69.99</u>

Footnote: Total person months used for Fiscal Year 1995 including support staff is 109.51

Core and Delivery orders	69.99 person months
Bangkok Support Staff	34.52 person months
Phnom Penh Support Staff	<u>5.00 person months</u>
Total	<u>109.51</u>

Chart 1  
DAI/RTSP



Ratio of Billings by Activity  
Billings from Inception of the Project through August 31, 1995