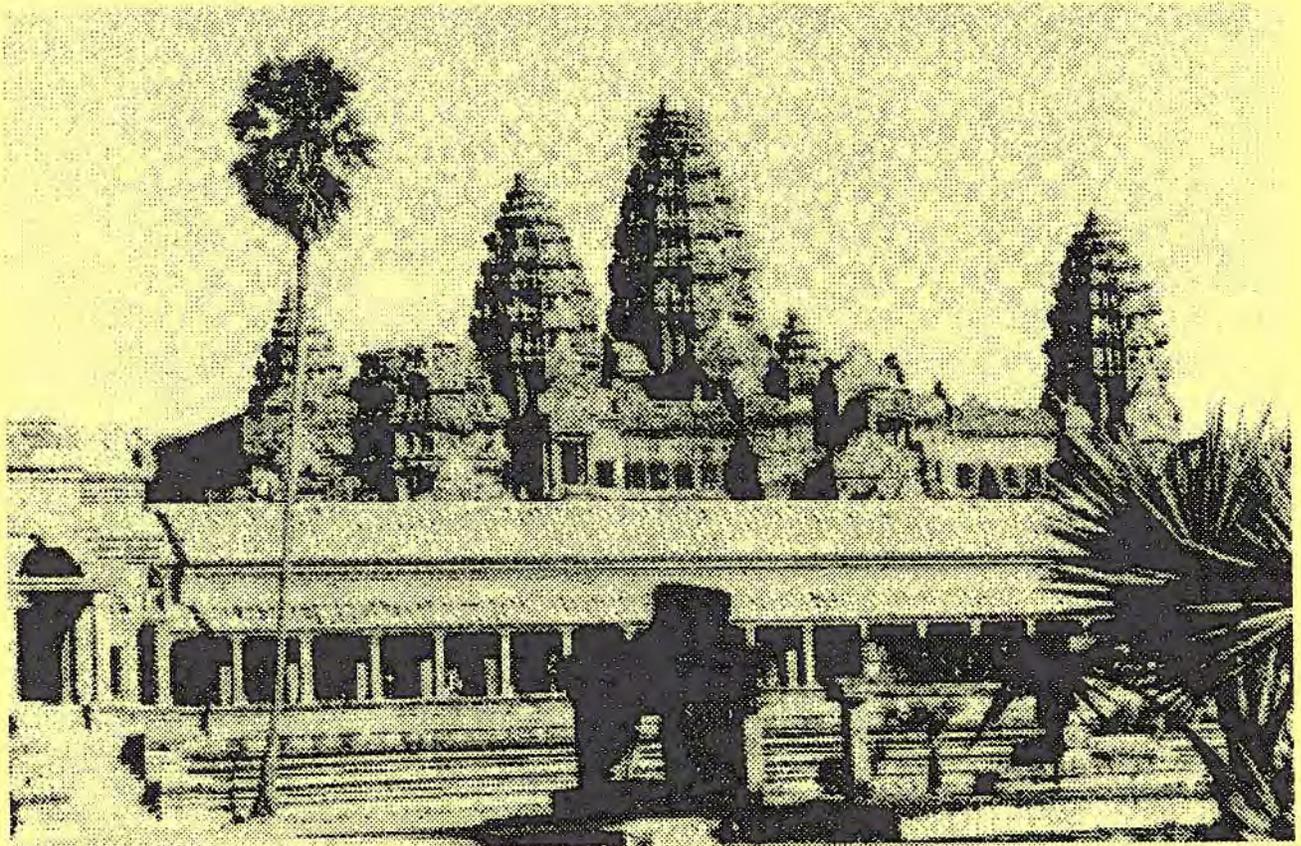


USAID/Cambodia



Results Review and Resource Request

March 1997

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PART I: Overview and Factors Affecting Program Performance

In the four brief years since the watershed U.N.-sponsored elections of 1993, Cambodian civil society and culture, though traumatized by years of civil strife, genocide, and communist rule under foreign occupation, have begun to blossom again with the beginnings of participatory democracy and free enterprise. However, the transition has not been a smooth one, and the process is far from complete. Cambodia remains an impoverished nation with few effective institutions and some of the worst development indicators in the world. Complicating the reconstruction task, the current coalition government has been polarized between the royalist FUNCINPEC party, which won a plurality of votes in 1993, and the formerly communist Cambodian People's Party (CPP), which continues to hold much of the local-level power base it developed over 11 years of Vietnamese occupation from 1979 to 1989.

As the two parties compete for supremacy within the current coalition, good governance and the protection of human rights have often suffered. Strains within the coalition were magnified when divisions of Khmer Rouge (KR) soldiers began defecting *en masse* in August 1996. As former KR soldiers and the populations they once controlled are reintegrated into Cambodian society, the two parties compete to strengthen their military and political base in the run-up to local and national elections. Easing these tensions are increasingly frequent consultations between the parties, demonstrating that, in fact, there is political will to solve Cambodia's problems in a peaceful manner.

Throughout this process, Cambodian civil society has steadily expanded its platform for participatory governance, the framework for which was clearly established at the time of the 1993 elections. Hundreds of non-governmental organizations, many of them actively monitoring and reporting on human rights abuses while promoting democracy and the rule of law, operate freely and openly with good effect. An increasingly outspoken press operates more or less freely despite periodic and sometimes violent intimidation by elements in the government, the police, and the armed forces. Cambodia's economy is vibrant and growing at an annual rate of six percent. But the most telling evidence of progress is that the fragile peace and democracy established in 1993 has held. Indeed the defection of Khmer Rouge (KR) forces this year brought a noticeably increased sense of security for most Cambodians. We will see how deeply the roots of democracy have been planted between now and 1998, when Cambodia's first local and parliamentary elections under its own elections laws and framework are scheduled to be held.

As Cambodian society has evolved and matured, so has our program. This year saw us well into a shift from relief and rehabilitation activities to a sustainable development program, and from AIDRep to full Mission status. While these organizational and structural transitions consumed much of our energy, program achievements were substantial and strategically significant. In **democracy**, the transparency and professionalism of the judiciary increased markedly as a result of our programs. Human rights NGOs expanded their outreach nationwide. Together with our support for community associations in primary education, rural development and health, we are helping create a broad framework to strengthen civil society. And we established ourselves as the lead donor helping the Government (RGC) create a rational elections framework and administrative systems for free and fair elections. Regrettably, progress in resolving key issues on the elections framework has been slowed recently by heightened political tension.

In **economic growth**, our new focus on rural incomes and agriculture in the northwest provinces has galvanized many other donors to bring stronger focus to their own programs. We completed construction of Route 4, which links Phnom Penh with Sihanoukville and is proving to be a major engine of growth. And we rapidly expanded our microfinance programs to meet the needs of rural women.

With Cambodia ranking 124 out of 157 on the U.N. Human Development Index, efforts this year to develop sustainable primary education and health care systems have been especially important. In **primary education** we established a nationwide base of in-service teacher training and decentralized, community-based participation that will serve as the bedrock of our program for years to come. Policy reform in higher education also moved forward, with likely impact on important issues such as cost recovery at all levels of the national education system. However, increased budgets for education, pledged by the RGC at the last Consultative Group (CG) meeting, were not forthcoming.

This was also a benchmark year for **maternal and child health**, the groundwork and implementation systems having been established in partnership with the Ministry of Health for upgrading the national primary health care delivery system which presently reaches less than 50 percent of the population. Progress at the Ministry itself was notable as it took on a leadership role in the sector. In response to the rapid spread of the AIDS epidemic throughout Cambodia, landmark HIV/AIDS analyses and development of a new proposed AIDS Special Objective have now completed a solid base that will carry our health programs well into the future.

In **environment**, our Cambodian Environmental Management Program (CEMP) has been extremely successful. As the leader of a donor environmental consortia, we are creating synergies across activities while leveraging significant resources with the modest amounts we ourselves allocate in this sector. Progress in strengthening the new Ministry of Environment was broadly evident as it began to assert itself as a force to be reckoned with. In one important field not subject to the Ministry's oversight, poor concession management and illegal logging continued to plague the forestry sector, resulting in the halting of an IMF standby agreement. This development highlighted the need for action, and helped spawn recent progress on important anti-logging legislation and concession oversight contracts. We plan to provide assistance in the forestry sector through programs to protect national forests, which represent 25 percent of total forest cover, and possibly through national forest cover analysis via satellite imagery.

Lastly, we have revised our vulnerable groups program into a new special objective for **war and mine victims** focused on the physically and mentally disabled, and orphans and abandoned children. Good progress was made in improving and expanding services, increasing coordination among NGO service providers, and improving indigenous institutional capacity.

The program framework we present in this R4 submission represents a logical evolution from past presentations and ongoing activities. Yet we are presenting major changes that set the stage for our next generation strategy. The following principles and objectives, which resulted from customer surveys, last year's R4 guidance, and team discussions at post, have guided us:

- Define our strategic approach within rule of law and human rights; and take a more explicit approach to government accountability themes.
- Integrate democracy objectives into all four SOs.
- Raise the profile of primary education, which we believe is a prerequisite to the long term sustainability of democratic processes and economic growth.
- Invest the additional resources needed to deepen our emphasis on gender considerations.
- Complete the design of our HIV/AIDS program.

- Focus PVO co-financing and vulnerable groups activities while transferring selected NGO service delivery grants to sector-specific programs as appropriate.
- Bring greater strategic focus to our economic growth and rural development activities.
- Integrate post-conflict resolution criteria into all SOs through geographic and beneficiary focus.

The results of our reengineering, a process that benefitted greatly from close consultation with USAID/W and our Cambodian partners, are presented in this R4 submission. We propose recasting our program around four strategic objectives (SOs) and three special objectives (SpOs). The four SOs are:

- **Strengthened democratic processes and respect for human rights (SO 1)**
- **Increased farm production and incomes in the Northwest (SO 2)**
- **Improved quality of primary education (SO 3)**
- **Improved maternal and child health (SO 4)**

The three proposed SpOs are closely linked to the SOs. The first SpO focuses on war and mine victims, and speaks to the overall theme of post conflict resolution; the second strengthens and expands the link of our SO 3 MCH program to containment of the HIV/AIDS epidemic; and the third creates a performance monitoring structure for environmental programs while providing direct support to the Rural Economic Growth (REG) program under SO 2. The proposed SpOs are:

- **Enhanced assistance for war and mine victims (SpO 1)**
- **Reduced transmission of HIV/AIDS and STIs among high-risk populations (SpO 2)**
- **Improved government and NGO capacity to manage natural resources (SpO 3)**

The mutually reinforcing nature of the four principal SOs is central to our program strategy. The creation of Parent Teacher Associations (PTAs) and community education committees directly supports our democracy objectives. These community organizations are often one of the first and most effective participation structures in many rural villages. Democracy and governance themes are also being woven into the primary education curricula under SO 3.

Primary education also has strong linkages to the health sector as schools provide an excellent community base for improved nutrition and health education. Recent survey data show that 60 percent of commercial sex workers in Cambodia have had no formal education, indicating a strong correlation between basic education, employment, and health standards. This re-emphasizes the need for increased girls' access to primary education. Reinforcing this link, programs to improve Cambodia's child health standards, presently the worst in Asia, should also improve school attendance and performance over time.

Efforts in democracy and human rights similarly will have a synergistic effect on our economic growth program as we address land tenure, property rights, dispute resolution, and women's rights issues. One important new initiative will be to expand radio broadcast facilities and development programming skills in Battambang Province, which will also serve as a platform for expanding the outreach of both human

rights and rural development organizations. Concomitantly our economic growth agenda will increase the demand for government accountability in the Northwest, and for a legal and judicial framework that supports a free market economy. The synergy between our democracy and health programs is also building strong linkages with respect to women's rights issues. Indeed, women's rights issues, women's participation in farming and microfinance, girls' primary education, and reproductive health, safe motherhood and AIDS prevention programs form a strong cross-cutting WID agenda.

PART II: Progress Toward Objectives

Progress and management actions are presented together below for each of our four SOs and three SpOs. For reference see Annex A for the most recent Strategic Objective "trees" for each sector; Annex B for a presentation of our SO and SpO teams; and Annex C for the Performance Data Tables outlining the details of achievements under sector results frameworks.

A. Strategic Objective 1: Strengthened Democratic Processes and Respect for Human Rights

Cambodian society broadly lacks knowledge and understanding of human rights and democratic processes, not just from recent years of war, but also from its history of non-democratic governance. The result is weak demand for governmental accountability. On the supply side this is exacerbated by the absence of democratic processes needed to effectively respond to citizens' demands for accountability and good governance. Free and fair elections, an independent and professional judiciary, and respect for human rights and the rule of law are central to creating the checks and balances that foster accountability.

To this end we have changed the description of this SO from "expanding access to higher quality public services which strengthen democratic participation and the rule of law" to "strengthening democratic processes and respect for human rights." Although we are changing our SO title and results framework to better define and measure performance in our D/G program, the basic rule of law and human rights thrust of our program is strongly embedded in our ongoing D/G activities. The primary accomplishments of our D/G activities are set forth below under the three proposed new Strategic Objective Intermediate Results. Substantial results have been achieved this past year.

A1. Performance Analysis

Progress against most SO indicators has exceeded expectations. SO level results include:

- A national network of human rights organizations is now functioning. USAID, as the major donor supporting Cambodia's human rights NGOs since 1993, has been instrumental in the formation of a national human rights network reaching 17 of the country's 21 provinces.
- A nationwide defenders organization, the Cambodian Public Advocates (CPA), was formed in January 1996 and has since expanded its programs into four new provinces and seven additional courts. CPA defenders now provide quality service in 17 courts, up from 11 in 1995, including client representation in the Supreme Court, Court of Appeals, and Military Court. Through USAID-funded programs, public defenders accepted 68 cases per month in 1996, compared to an average of 31 cases per month in 1995, a 119 percent increase.

- Cases brought to disposition increased 63 percent, from an average of 16 to 26 cases per month.
- The Center for Legal Services at the National Assembly saw a tripling of requests for its services from parliamentarians this past year, enhancing the quality of debate and legislation.

Intermediate Result 1: Citizens' rights upheld through courts and dispute resolution mechanisms.

Progress toward our IR 1 objective was above expectations. A systematic and demand-driven movement to prevent human rights violations has emerged, and the justice sector has begun to respond to this public demand. Judges now openly acknowledge, and request, the presence of public defenders in court.

- In the first nine months of 1996, the courts referred 34 percent of all cases to public defenders, up from 20 percent in 1995, indicating the courts' increasing recognition of the value of defenders.
- Thirty four percent of CPA clients received reduced sentences or were acquitted.
- The Minister of Justice recently approved the installation of public defender desks in all courtrooms. This policy change underscores the increasing value judges and the Ministry place on defense as a result of International Human Rights Law Group training programs.
- The CPA established a Public Defenders Press Unit which represented three out of the four editors/journalists charged by the RGC with criminal libel. CPA and the Asia Foundation provided special training and support for defenders working in this politically sensitive area.
- As a result of International Human Rights Law Group training, the average time prisoners were held in pre-trial detention declined from 7.1 months to 5.7 months, a 25 per cent reduction in one year.
- Cambodian Bar Association membership doubled. All new members received extensive professional training, including exposure to public defense work. The Bar also established a Legal Aid Department, with 30 lawyers volunteering time in collaboration with public defender organizations.
- The Media Ethics Council, formed this year by the USAID-supported League of Cambodia Journalists, has already reached an important milestone: the RGC asked the Council to mediate press complaints prior to referral to the courts. The Council has successfully mediated 13 disputes.

Intermediate Result 2: System established for transparent, multi-party elections. Progress in establishing a permanent elections framework for Cambodia has been steady, but recent political battles have delayed passage of key legislation. It is now likely that local and national elections will be held separately or jointly in 1998. In the meantime, planning on voter education, administration, and monitoring is proceeding. Government/donor coordination has improved considerably despite delays.

- An election expert recruited by the International Foundation for Electoral Systems has worked with the Ministry of Interior (MOI) helping draft electoral laws meeting international standards. The expert has also initiated in-depth planning for voter registration.
- The Legislative (National) Elections Law and Political Party Law are in final review at the Ministry of Interior.
- The Communal Elections Law is in final debate at the Council of Ministers.

- Two NGO election coalitions have been established. Eighty-five Cambodian NGOs have joined together to plan pre-election activities, including voter education and registration monitoring, as well as election monitoring for both communal and national elections.

Intermediate Result 3: Strengthened outreach and impact of organizations promoting human rights.

The indigenous organizations which promote human rights throughout Cambodia, and the Cambodian media, are providing effective means for improving the awareness, knowledge and attitudes of the population concerning key human rights topics. Success in this IR will be measured by increased capacity of organizations promoting human rights to document abuses and increase public awareness, the volume of reporting on human rights and elections issues, and the absence of state interference in such reporting.

- This past year, three USAID-supported human rights groups reported 1,079 human rights complaints, of which 597 were investigated and 145 resolved. This is the first full year such statistics have been tracked, an important milestone in itself.
- Access to all of Cambodia's prisons has now been granted international and domestic human rights organizations by the RGC.
- USAID-funded human rights organizations broadcast three weekly radio discussion programs on current affairs, rule of law, and women's rights; a weekly TV program aimed at providing general human rights information; and numerous TV spots designed to lobby for improved women's rights. Together these shows reach an estimated audience of five million viewers and listeners.
- USAID supported the publication of 93,570 brochures and pamphlets on human rights, elections, and constitutional issues which were distributed to school teachers, libraries, and the general public.
- Human rights training was conducted for 29,714 participants throughout 15 provinces. Participants included teachers, police, monks, women leaders, and provincial citizens.
- The University of San Francisco helped establish a Cambodian Center for Community Legal Education, and trained 550 students and lay persons in family and commercial law.
- A new Labor Law meeting international standards was passed, the law having benefitted greatly from over two years of AAFLI assistance. AAFLI also established Cambodia's first Working Women's Center to address problems identified in a nation-wide survey of working women. Located in the heart of the garment district, the Center is a key source of information on working women's rights.
- CPA established the Women's Litigation Unit to educate the population about women's legal rights and access legal services. The actions of this unit resulted in the first ever restraining order issued against an abusive spouse. A domestic violence course was also initiated for Government officers and NGOs. Cambodia's first survey on domestic violence was conducted, with one-sixth of all women reporting physical abuse by their spouse.

A2. Expected Progress Through FY 1999 and Associated Management Actions

Next year should be a watershed year for our democracy programs. We expect to reach mutual agreement on our Strategic Objective tree and Results Framework with our partners in Cambodia and

USAID/Washington. We are presenting our proposed SO tree and major indicators in this R4 (see Annex A), and will further elaborate the D/G results framework once this structure is approved.

Listed below are our anticipated major achievements and management challenges next year in this sector:

- We will continue to strengthen the outreach and organizational capabilities of human rights organizations. A major survey in 1997 will lay the groundwork for assessing the effectiveness of human rights education and training to date, as well as the level of knowledge about elections. We will integrate this performance measurement process with other sector partners and with the State Department's annual human rights reporting system.
- The election laws should all be passed; elections assistance should be in full implementation; the MOI and national election commission should be taking the lead in managing the election process; voter education programs should be progressing nationwide; NGO voter registration monitoring systems should be in place and voter registration completed; and communal elections hopefully completed. Major issues are arising with respect to keeping the total cost of elections down and deciding how elections financing will be covered by the RGC and various donors.
- Several issues related to elections also need to be addressed. These include establishment of a Constitutional Council with the task, among others, of deciding on contested cases involving the election of National Assembly members; establishment of a Supreme Council of Magistracy; and amendment of Article 51 of the Civil Service Law, which presently limits legal proceedings against civil servants, police and military.
- We will initiate pilot dispute resolution, property rights analysis, and radio broadcasting programs in the northwest provinces in association with our Rural Economic Growth Program.

B. Strategic Objective 2: Increased Farm Production and Incomes in Northwest Provinces

Our economic growth portfolio is in transition, with the Rural Economic Growth (REG) strategy only recently approved by USAID/W. Economic growth activities not being subsumed under the REG program are largely being phased out. Below is reported the substantial progress achieved through our ongoing rural development and economic growth activities over the past year, as well as planned management actions to initiate the REG program.

B1. Performance Analysis

Roads: We completed reconstruction of Route 4, the 211 kilometer artery from Phnom Penh to Sihanoukville, Cambodia's only deep water port. Commercial and industrial development has accelerated sharply along the entire length of this economically vital highway. We also completed reconstruction of the 120-meter Pursat Bridge, a key bridge on the highway linking Phnom Penh to Battambang.

Approximately 200 kilometers of secondary and tertiary roads in Banteay Meanchey and Siem Reap provinces were demined and rehabilitated by CARE International. This activity generated over 80,000 workdays of employment and contributed greatly to opening up fertile rice producing areas in western Banteay Meanchey, where a seven percent provincial increase in paddy production was recorded in 1996.

Microfinance: USAID-assisted micro-lending for rural women continues to make major contributions to the material welfare and self-esteem of beneficiaries. World Relief has established 65 banks serving 8,708 women. Other USAID-supported local NGOs have provided loans or in-kind assistance to about 15,000 clients, mostly women, to establish or expand microenterprises. Catholic Relief Services (CRS) Village Banking Project has established 19 village banks since January 1996 which now serve over 550 clients. CRS is also the lead NGO promoting nationwide policy reforms for microfinance. We also initiated a grant to the Association of Cambodian Local Economic Development Agencies (ACLEDA) under the Global Bureau PRIME activity. This collaborative activity by USAID and Japan under the Common Agenda will help ACLEDA in its drive to attain full bank status and expand services.

Agriculture: Rural-based enterprises, with assistance from International Development Enterprises (IDE), have installed over 2,700 treadle pumps that now irrigate over 1,800 hectares of land. IDE expects to see nearly 10,000 treadle pumps installed in Cambodia's central and southeastern provinces by 1999.

The Center for National Policy (CNP) analyzed the fertilizer sector and presented recommendations for increased participation of the private sector in support of a major ADB agricultural loan. This timely assistance helped set the stage for privatizing Cambodia's fertilizer production and distribution industry.

Working with the Cambodia Mine Action Center (CMAC), Handicap International has now completed mine verification work in almost half of the 2,000 or so suspected minefields in Cambodia, freeing up 765 sq km of land. The target of completing verification work on 1,550 minefields should be reached by August 1997. Landmines are a major impediment to increasing agricultural production in rural areas.

Business Education: Georgetown and the University of San Francisco (USF) helped the Faculty of Business (FOB) to provide business training in Phnom Penh and three rural provinces. During the reporting period 2,122 students completed introductory courses in business law and legal systems, and 825 students completed courses in small business development.

USAID also helped lay the groundwork for reform of higher education, assisting the development of a National Higher Education Action Plan. The Plan should yield major improvements in the management and financing of higher education. Georgetown and the USF have concurrently introduced pilot Plan innovations at the FOB, including non-degree training for working adults; tuition and service fees; job placement services; and private sector representatives on advisory boards.

B2. Expected Progress Through FY 1999 and Associated Management Actions

The Emergency Roads Project, assistance to higher education reform, the PACT grant, and about ten smaller rural development grants and macroeconomic reform activities will be completed and closed out. Planned new activities related to REG start up include: a performance based contract to manage the overall program; a follow-on cooperative agreement with CARE International for improving provincial road networks and their maintenance; a cooperative agreement with the International Rice Research Institute to implement the adaptive technology development and transfer component; expansion of microfinance services and promotion of sound policies through grants to international and local NGOs in partnership with the Global Bureau; establishment of a development communications capacity in the northwest provinces; work with the Cambodia Environmental Management Project to coordinate environmental policy programs; and work with the Global Bureau's BASIS program to begin monitoring the impact of the REG program on land ownership, particularly as regards women-headed households.

The SO tree in Annex A cites the following planned results in the three northwest provinces:

- Farm management and agricultural practices improved for 150,000 farm households;
- Farmers throughout the three provinces benefitting from improved water control systems;
- 1,000 kilometers of improved provincial roads linking production areas with markets will be improved and maintenance systems in place;
- Key agricultural and environmental policy issues addressed to sustain production increases; and
- Sustainable financial services expanded to serve 50,000 target farm households.

C. Strategic Objective 3: Improved Quality of Primary Education

Our primary education program seeks not only to improve the quality of teaching at the primary level but also to bring communities together through the development of locally-based school "clusters". This is also helping to reorient the current centralized structure of primary school administration towards a more community-based structure. UNICEF had tested two separate approaches to teacher improvement prior to the initiation of our program--intensive teacher training and cluster school development. Our program combines these two approaches into a unified, nation-wide initiative called Cambodian Assistance to Primary Education (CAPE). CAPE is using the school cluster approach to provide in-service training for the country's estimated 45,000 primary school teachers in a classroom methodology known as child-centered learning. Major partners include the EU, UNICEF, and Redd Barna.

C1. Performance Analysis

Last year began with start-up activities, including contractor mobilization and the establishment of site team coordination centers in Battambang, Kandal, Kampong Cham, Prey Veng, Stung Treng, and Takeo provinces, with a central office in Phnom Penh. Solid working relationships were developed with the Ministry of Education, Youth, and Sports (MoEYS) staff at the central, provincial, district, cluster, and individual school levels. Some delays were experienced as the MoEYS reviewed the implications of the increased decentralization of authority inherent in the CAPE approach. However, the impact of the first half-year of intensive teacher training and cluster school development efforts has been nothing short of revolutionary. Teachers, trainers and students alike have responded enthusiastically to more open styles of learning, and villagers have begun participating actively in community-level initiatives to support their schools. Following is a summation of principal results during the reporting period.

Intermediate Result 1: Improved quality of teaching. This IR focuses on improving math and Khmer language teaching skills. Progress has been significant:

- Teacher training and training-of-trainers curricula were developed and refined.
- In collaboration with other donors, research was initiated on alternative teacher training mechanisms for those living in remote and minority areas of Cambodia.
- Training was initiated for 250 tutors, 51 lecturers, and 13 managers from MoEYS staff.

- A year-long, in-service teacher training program was initiated for approximately 4,200 primary school teachers and school administrators in 72 school clusters, comprising 464 schools and 10 percent of primary school teachers and administrators in Cambodia.

Intermediate Result 2: School clusters established and functioning effectively. This component focuses on building stronger communities and providing them the means to strengthen their local schools. In many ways this component can be considered the heart of the CAPE program. Following are our achievements during the reporting period:

- 72 local cluster school committees were established and are now functioning, each linked with numerous newly created PTAs within each cluster.
- The process of developing curricula and training programs for local cluster school committees, PTAs, school directors, and resource center managers was begun.
- Construction of resource centers began in 12 clusters; planning was completed for an additional 15.

Intermediate Result 3: Improved ability of MoEYS to generate sound educational policies. Our basic objective under this IR is to strengthen the MoEYS's ability to formulate and implement effective policies for the education sector. Following are our achievements during the reporting period:

- As a first step toward identifying policy constraints for priority attention, a situation analysis was conducted to assess all donor and Ministry initiatives in both primary education and policy development using the Advancing Basic Education and Literacy, Phase 2 (ABEL 2) program.
- To help build policy analysis capability, an ABEL 2 technical advisor was installed at the Ministry's Planning and Aid Coordination Unit (PACU).
- ABEL 2 advisors carried out the first of three intensive training sessions for 35 ministry staff from across the country. These officials have now been tasked with conducting policy research on important topics such as improving girls' enrollment in remote areas, strengthening cluster schools in various provinces, and strengthening teacher capacity in the new curriculum.

C2. Expected Progress Through FY 1999 and Associated Management Actions

Based on the lessons learned during the first year, the original design assumptions and target dates for the achievement of nationwide coverage under IRs 1 and 2 have been revised. We have found, for example, that because of transport and management constraints, clusters need to be geographically smaller and contain fewer teachers than originally thought. In addition, travel costs are higher than originally estimated; the per-teacher cost of materials is higher than planned for; and we under-budgeted for monitoring and evaluation. As the per-teacher training cost will be higher than anticipated, it will take an additional year of assistance at present levels to achieve nationwide coverage.

With these adjustments, progress through FY 1999 should nevertheless be considerable. In each new annual cycle, teacher training and cluster school development activities will expand. This coming year the number of teachers trained, clusters established, and tutors, lecturers, and managers with increasing experience will be expanded substantially. In year three, CAPE will begin working with a third set of

teachers and school clusters and clusters and teachers from the first year will "graduate" from the program. This process will continue until all of the targeted teachers have been reached. Separate approaches will be employed to train teachers living in remote or minority areas where the cluster approach is less practical.

Policy work will focus on cluster school development, child-centered instruction, increasing girls' participation in school, and financial sustainability of the primary education system overall. ABEL 2's success will be measured by the quality and timeliness of policy analysis and the determinations resulting from their efforts. Activities will begin shortly under the Girls' and Women's Education (GWE) activity to look at the range of policy, cultural, geographic, and other factors that work for or against increased girls' participation in primary school. We expect this activity to yield policy recommendations to pursue further under the ABEL 2 program, in addition to tangible actions that can be put into immediate effect under CAPE's teacher training and cluster school development activities.

Of continuing concern is the financial sustainability of the education sector. Contrary to statements made at last year's CG meeting, the government has not increased funding for education. Parents continue to pay significant fees locally for their children's schooling, demonstrating a willingness to pay. This year saw increasing coordination among donors to regularize and reduce payments of per diems and salary supplements for secunded MoEYS staff. We are engaged in continuous dialogue to phase out these payments over the next three years, and to put into place a viable system to ensure adequate public and private financing for a sustainable education system.

D. Strategic Objective 4: Improved Maternal and Child Health

USAID/Cambodia's maternal and child health (MCH) program has the ambitious objective of reducing infant and child mortality and increasing contraceptive prevalence rates significantly over the next five years. Our MCH strategy was approved in the course of last year's R4 review. However, while STI/HIV activities were included in the reproductive health component of the strategy, it was recognized that planned interventions were probably insufficient given the magnitude of the HIV/AIDS epidemic in Cambodia. Further analysis and strategy development are being presented to USAID/W separately and simultaneously with this R4 submission. One of the intended outcomes of this R4 review is approval of the more precisely targeted SpO proposed in our recently-completed analysis and strategy.

D.1. Performance Analysis

While progress at the individual IR level was substantial during the reporting period, movement against SO-level indicators will not be seen for a few years. Nonetheless, USAID has become a recognized leader in the MCH sector, and substantial progress has been made in the sector both through ongoing grants and through new interventions. Particularly useful has been the mission's MCH SO team, which was formed the past year and now brings together, on a monthly basis, all implementing partners, including PVOs, contractors, donors, and Ministry of Health (MOH) staff. This group has become an effective body for discussing issues of mutual concern and coordinating activities such as research.

The MCH objective is divided into three IRs: increased public sector leadership role for the MCH sector, improved service delivery in the public and private sectors, and improved management and accessibility of MCH commodities.

Intermediate Result 1: Leadership role for quality maternal and child health assumed by the public sector. The principal indicator of success under this IR revolves around the preparation and adoption of public policies for reproductive health (safe motherhood, voluntary surgical contraception, HIV/AIDS and sexually transmitted infections); child survival (childhood communicable diseases, acute respiratory infections, and micronutrients); and financial sustainability/cost recovery in both the private and public sectors. Progress during the reporting period was impressive, with the MOH demonstrating real willingness to move forward on necessary policies and programs. Significant accomplishments were also made in HIV/AIDS, partially due to the virtual absence of any policies previously. (Most of the more vertically-oriented HIV policy work under this SO will be moved to the HIV/AIDS SpO once it has been approved.) Also notable in the policy arena, the MOH has clearly recognized the need to base programs on solid information. It has also shown real commitment to the need for informed consent, an area with important linkages to civil society concerns. Following are the principal results of the reporting period:

- Pilot activities for voluntary surgical contraception (VSC) were initiated at four sites. Activities include facilities renovation, development of informed consent tools, and training of providers. If successful, this pilot will result in full inclusion of VSC as part of the national birth spacing policy.
- As a first step toward defining a national safe motherhood policy and program, a national safe motherhood situation analysis was designed and is now in the data collection stage. This activity is a fine example of donor coordination, with USAID providing technical assistance and WHO, UNFPA and JICA supporting other key areas.
- The Ministry's Vitamin A deficiency policy was put to the test by including Vitamin A distribution as part of National Immunization Days reaching up to 1.4 million children. A pilot activity was also launched to introduce Vitamin A supplementation into routine vaccination services in two provinces.
- National policies relating to dengue hemorrhagic fever and other vector-borne diseases were advanced as the National Dengue Surveillance System was made fully operational. Based on this success, the program has been expanded to include Japanese Encephalitis.
- The HIV/AIDS policy agenda was moved forward significantly through data made available from the 1996 round of national HIV sentinel surveillance. USAID not only supported the data collection but also provided technical assistance to assure that the national HIV surveillance system is firmly established and able to track the epidemic accurately. The data, which confirmed that the epidemic in Cambodia is one of the fastest growing in the world, are presently being used to define national intervention strategies. Syphilis prevalence, testing for which was included in the surveillance, now appears high enough to consider national-level interventions.
- There are currently no policies in Cambodia for STIs, an area of critical importance to both quality reproductive health care and HIV prevention. With USAID support, a landmark STI prevalence, antibiotic resistance, and associated behaviors study was completed and disseminated. This study provides a wealth of data now being used to develop a national STI program. Antibiotic resistance data has been used to revise national treatment protocols and essential drug procurement and discussions have begun on the need to integrate STIs into other reproductive health services, particularly pregnancy care. Important information on commercial sex workers (CSWs) and their clients was obtained.

- National guidelines for HIV testing and counseling were developed and approved by the National AIDS Committee.

Intermediate Result 2: Improved service delivery in the public and private sector. Results under this IR represent substantial achievements in improved quality of care. Teams responsible for expanding service delivery training are now in place in Kampot, Siem Reap, Steung Treng, and Pursat provinces and are thus poised to rapidly expand the breadth of coverage.

- In the public sector, grants to CARE, Family Planning International (FPIA) and Medecins Sans Frontieres (MSF) have strengthened MCH service delivery by institutionalizing MOH health sector reforms and introducing of a "minimum package of activities" in 20 districts serving a total population of approximately 1.2 million people. Some 120,000 women and children have by now directly accessed these improved services. As all of these programs have cost recovery elements, the health facilities in question will function without external subsidy by the end of the grant period.
- The introduction of birth spacing, through fixed facilities or in some instances innovative community based distribution programs, yielded over 21,000 new family planning acceptors last year.
- Provincial level MCH planning has been initiated in two provinces. This represents the first time that province-wide service statistics have been used in a planning process.
- In the private sector, Cambodian staff working for FPIA branched off to launch a new local NGO, the Reproductive Health Association of Cambodia (RHAC). RHAC subsequently secured affiliate membership with the International Planned Parenthood Federation (IPPF), an important step in establishing its institutional *bona fides*. RHAC's private clinic in Phnom Penh, which now has the highest quality of care available in Cambodia, served 14,400 clients in the past year alone with birth spacing, antenatal care, and STI services. This facility also recently introduced Norplant, a first in Cambodia. A total of 470 women have now received Norplant at a cost of about \$40 per insertion.
- In collaboration with the MOH, CARE initiated a training program in birth spacing for pharmacists in Pursat Province. All 67 private pharmacies and depots participated, providing valuable experience for planning future large scale interventions involving pharmacists.
- With support from the AIDS Alliance, 13 local organizations received support and training in community based sexual health assessment and program development. Eight organizations completed proposals and were awarded funding to initiate HIV/AIDS activities in their programs

Intermediate Result 3: Improved MCH commodity accessibility and management. Accomplishments under this IR are either on track or exceeding targets. In the public sector again, coordination among donors is maximizing resources. This is particularly true in birth spacing, where the logistics advisor works closely with UNFPA, KFW and the MOH. The condom social marketing program continues to excel, and a new cooperative agreement has been awarded to PSI to continue the Number One Condom program and launch the social marketing of oral contraceptives. Accomplishments during the reporting period were as follows:

- In the public sector, a long term advisor is in place and the logistics coordinating committee, with representatives from MOH, USAID, UNFPA, and UNICEF, is now up and running very effectively.

With USAID assistance, minimum and emergency reorder stock levels for contraceptives and related commodities have been determined and reorder work initiated for 1997 and 1998.

- About 40,000 people (13 percent of the population of Stung Treng and Kratie provinces) now have access to potable water in one of the most underserved areas of Cambodia, up from 8 percent in 1995 and a baseline of zero in 1994.
- In the private sector, 9.5 million Number One Condoms were sold, exceeding targets by 1.5 million, or 19 percent. Over 30 percent of these condoms were sold directly to sites that primarily serve the commercial sex industry.
- Plans were initiated for the social marketing of oral contraceptives.

D.2. Expected Progress Through FY 1999 and Associated Management Actions

Progress under IR 1 is expected to proceed according to plan in the coming reporting period. During the coming year we expect to: (1) make VSC pilot activities fully operational, with services available and monitored in four sites; (2) pilot syphilis screening for antenatal care attenders in select sites; (3) finalize guidelines and training curricula for STI treatment and putting them into use; (4) elaborate a national safe motherhood policy and begin implementation of an action plan; (5) complete a survey of the causes of infant mortality; (6) develop and adopt national quality standards for childhood communicable diseases and acute respiratory diseases; and (7) elaborate and secure approval for a national five-year iodine deficiency disease (IDD) action plan

IR 2 will be an area of special focus as public sector activities in target provinces come on stream and a new private sector strategy targeting private pharmacies is brought into the implementation phase. We expect to: (1) bring improved MCH care to target provinces through increased participation in the planning process and better access to technical assistance; (2) expand RHAC service delivery sites to four private NGO clinics in three cities and transfer its community based distribution programs in three provinces to the public sector; (3) train private pharmacists in syndromic management of STIs; and (4) elaborate and initiate plans to further address the private sector.

Steady progress is also anticipated under IR 3, with activities and results unfolding essentially according to plan. In the coming period we expect to: (1) develop and implement a strategy to systematize the distribution of contraceptives to the lowest levels of the health care system, (2) expand potable water coverage to 23 percent of the population of Kratie and Stung Treng provinces; (3) sell 10.2 million "Number One" condoms, with continued high sales to sex industry but wider national and rural coverage; and (4) sell 34,000 cycles of oral contraceptives under this newly-launched portion of PSI's program in Cambodia.

E. Special Objective 1: Enhanced Assistance for War and Mine Victims

We propose to focus our vulnerable groups program on the priority needs of war victims. In the coming year we will phase out a number of less targeted vulnerable group grants while continuing and expanding rehabilitation and job training for the physically and mentally disabled, and for orphaned or abandoned children. We will also work to strengthen the institutions and coordination mechanisms that Cambodian society needs to be able to provide these services over the long term.

E.1. Performance Analysis

The record of service delivery over the past year was outstanding. Following is a brief summary of our achievements:

Intermediate Result 1: Increased access to quality rehabilitation treatment and job training.

- Under grants to VVAF and AmCross, 1,544 mine and polio victims were fitted with prosthetic limbs and orthotic devices and provided physical therapy. Although most land mine victims are men, a conscious attempt has been made to extend outreach to women victims.
- Vocational training was provided to 478 orphans and 449 adults from the beneficiary group described in the previous paragraph. The Salesian Missions provided orphaned boys and girls top quality, high school-level vocational training. The quality of training for orphans and the disabled was evidently quite high, as 70 percent of graduates have now started their own businesses and 100 percent of the orphan graduates enjoy full time employment.
- More than 1,900 mentally ill patients received quality treatment from health care professionals trained at the USAID-sponsored Harvard mental health training facility in Siem Reap.

Intermediate Result 2: Functional coordinating and training mechanisms established in government agencies and NGOs.

- Excellent progress was made by the NGO task force set up with USAID funding to work with the Ministry of Social Action, Labor, and Veterans's Affairs (MSALVA) on the development of a National Rehabilitation Plan. Progress in developing the Ministry's capacity to coordinate nationwide services continues to be slowed by funding constraints and lack of trained personnel.
- With support from USAID, the Cambodian School for Prosthetics and Orthotics (CSPO) graduated its first group of six prosthetic/orthotic technicians. These are the first such certified Cambodian technicians ever. To date all prosthetic/orthotic care has been provided by expatriate organizations.
- Under a USAID grant to the Harvard School of Public Health, 49 primary care physicians and medical personnel from underserved provinces are undergoing rigorous training in diagnosis and treatment of mental health problems. The program is also helping develop a culturally-appropriate mental health care curriculum for the University of Phnom Penh Faculty of Medicine.
- The National Center for Disabled Persons, with USAID assistance, initiated a "customer service" orientation in their provision of employment, counseling, advocacy, and social services.
- One-third (211) of MSALVA's Department of Social Affairs employees were trained for their first time in social work implementation methodologies through a USAID-supported PVO.

E.2. Expected Progress Though FY 1999 and Associated Management Actions

Rehabilitation services will continue to be funded at approximately the same rate through the year 2000. In the coming year we will concentrate on strengthening networks and partnerships to enhance coverage

and improve sustainability. We will also work closely with our Embassy counterparts to promote and seek international support for an accelerated demining program in Cambodia.

F. Special Objective 2: Reduced Transmission of STIs and HIV/AIDS in High Risk Populations

According to the most recent epidemiologic findings, Cambodia may rival the worst-hit countries of the world in terms of HIV infections and projected AIDS deaths. Currently about 1.7 percent of women being surveyed in antenatal clinics are HIV positive. Rates in urban and border areas are even higher. Over 40 percent of commercial sex workers (CSWs) now test positive. A vigorous and growing commercial sex industry, fueled by low prices, a strong cultural tradition of demand by Cambodian men, and an unregulated and permissive environment are some of the elements contributing to the spread of the epidemic into the general population.

During last year's R4 review USAID/W approved our MCH strategic objective but called for further analysis to determine whether additional HIV/AIDS interventions were warranted given the severity of the epidemic. In collaboration with G/PHN and ANE/SEA, we have completed this analysis, reviewed programmatic options with partners in Cambodia, and developed an HIV/AIDS strategy for consideration by USAID/W. This document is to be reviewed simultaneously with this R4 document. We propose: (1) to reinforce existing HIV/AIDS awareness and prevention activities under the MCH program aimed at the general population, as originally planned, and (2) to embark on a separate special objective aimed at reducing HIV and STI transmission in high risk populations such as commercial sex workers and their clients. Since CSWs are among the most disenfranchised groups in Cambodia, the proposed SpO is highly relevant to human rights and gender issues also being addressed under SO 1.

The primary target group under the new SpO comprises commercial sex workers and their clients. A secondary target group will be key economic beneficiaries of the sex trade, for example, brothel owners and restaurant and hotel workers. Activities will be pursued over a five-year period (FY 1998-2002) and seek an improved policy environment, a reduction in high-risk behaviors, and reduced prevalence of selected STIs.

Intermediate Result 1: Policy makers better informed about HIV/AIDS epidemic in Cambodia.

Policy makers, including high level government officials at both the national and provincial levels, are the targets of this intermediate result. The operating assumption is that the growth of the sex industry can be slowed with the support of key decision makers. Activities will be designed to provide accurate information and options for strategies based on models that have proven effective in other settings. Principal indicators of success will be successful completion of workshops, study tours, and information dissemination events involving policy makers and other government officials.

Intermediate Result 2: Reduced high risk behavior in target populations. Quality information, education, and communication (IE&C) are essential to changing high-risk behavior in Cambodia. Support will be provided to inform, educate, and communicate targeted messages using high-quality techniques that are known to be effective in reducing high risk behavior. Principal indicators of success under the IE&C program will include increased use of condoms in sex acts between non-regular partners and reductions in the actual number of sex acts between non-regular partners.

Intermediate Result 3: Model service delivery programs for high risk populations piloted and replicated in selected provinces. Our analysis of the situation indicates a clear need for direct service delivery interventions for commercial sex workers, which will by necessity involve indirect beneficiaries of the trade as well. Activities under this IR include support for pilot outreach programs focused on STI service delivery and the use of empiric treatment models. Advocacy programs for commercial sex workers will also be piloted. Principal indicators will be reduced STI prevalence among commercial sex workers and reductions in the percentage of CSWs who are paid by the month.

Achieving these results under current conditions will require substantial formative research and strengthening of current monitoring systems, not only to inform program interventions but also to ensure accurate monitoring in the progress of the epidemic country-wide. Key monitoring activities will include annual HIV surveillance, behavioral surveillance, and periodic STI surveillance.

We recommend that the new SpO be implemented through a competitively awarded contract or through a cooperative agreement with an international organization. Planned bilateral resource requirements over five years are \$7.5 million in new funding above and beyond resources already programmed for the maternal child health under SO 4. ANE Bureau HIV/AIDS resources will also be required to continue ongoing assistance programs with grass roots organizations through the AIDS Alliance, as well as for selected monitoring and research activities. Upcoming actions include completion and dissemination of 1997 national HIV surveillance; completion and dissemination of 1997 national HIV behavioral surveillance; award of a contract or cooperative agreement for program implementation; and initiation of a study of the dynamics of the commercial sex industry in Cambodia, with advance release of preliminary results to facilitate policy discussions.

G. Special Objective 3: Improved Government and NGO Capacity to Manage Natural Resources

The Cambodia Environmental Management Program (CEMP) was initiated in January 1996 to strengthen the institutions and develop the policies necessary to assure rational and therefore sustainable use of Cambodia's natural resource base. Assistance has been made available principally through grants to a consortium of U.S. environmental PVOs headed by CARE International as prime grantee and sub-grants to Participating Agencies Cooperating Together (PACT), World Resources Institute (WRI), World Wildlife Fund (WWF), and the International Development Research Centre (IDRC). CEMP has already helped the newly-established Ministry of Environment assume a leadership role in the sector and consolidate its oversight of all externally-funded donor activities in the environmental sector. Following our lead, other donors such as the European Union, UNDP, UNESCO, the ADB, and the World Bank have joined to help improve coordination and, in some cases, increase funding for the sector. As the only environmental partner physically situated within the Ministry of Environment (MoE), the CEMP team has developed strong working relationships at all levels.

In last year's R4, our environmental program was presented as a supporting element to our economic growth strategy. With the heightened interest and increasing capability developed in the sector this year, we propose elevating this program to special objective status. Our assistance in the environmental sector as set forth below would continue to be channelled through CEMP, except for services provided directly by contractors under the REG Program. In this context we have established four intermediate results, which we have used below as the format for reporting past results and outlining expected achievements

in this R4 submission. These IRs are provisional, however, and may be modified as we work with USAID/W and our Cambodian partners to refine the SpO over the coming months.

G.1. Performance Analysis

Intermediate Result 1: Improved monitoring of the natural resource base. Through this IR we intend to support the introduction of new technologies in sustainable forestry management and monitoring of other natural resources such as the Mekong River system and its tributaries; the Tonle Sap and associated inundated forests; protected areas; and post-harvest use of logged areas. This information will feed into new national and regional policies for the sustainable exploitation of all natural resources.

Intermediate Result 2: Improved protection of biologically important protected areas. Activities under this IR include preparation of a biodiversity action plan and multiple activities to facilitate full implementation of existing legislation on national protected areas consisting of seven major forests. Achievements during the reporting period were as follows:

- The National Environmental Action Plan (NEAP) was elaborated using a participatory approach. The final draft will be submitted to the Council of Ministers in April 1997.
- A comprehensive multi-donor strategy for protected areas was prepared that, *inter alia* brings better definition to the program, calls attention to critical problems of national parks development, and reinforces linkages with other relevant government departments.
- Two national park field assessments were completed and emergency assistance was provided that resulted in the closing of illegal logging operations in Kirirom, which has the largest remaining stand of pine in southeast Asia.
- Work statements were developed for park rangers at Kirirom National Park that were subsequently used as a model for donors supporting other regional parks.
- Co-financing for the internationally-recognized Biodiversity Action Plan (BAP) was secured from the State Department's Global Environmental Fund and mechanisms for collaboration with UNDP, the EC, and other partners were put in place.
- The first provincial-level protected area management plan was elaborated with input from provincial leaders and local indigenous inhabitants. Work was also begun on policies for developing province-managed protected areas.

Intermediate Result 3: Increased amount of buffer zone land managed by local communities. This IR is aimed at increasing community investment in the management of buffer zones around protected areas. Principal achievements during the reporting period were as follows:

- A community forestry network composed of staff from the community forestry units of MAFF, the MoE, and several NGOs was established and began receiving support through CEMP.
- Improved collaboration among key players at the local-level raising environmental awareness as a result of support provided to Provincial Environment Departments (PEDs).

Intermediate Result 4: Strengthened public and private environmental agencies and organizations.

Through training, planning, and policy development, this IR seeks to ensure that the organizations with strong interest and, in the case of the MoE, direct responsibility for the protection and management of natural resources in Cambodia have appropriate technical and management skills. Accomplishments during 1996 and into 1997 were as follows:

- Strategic planning was strengthened in all six MoE departments. Drafting of a five-year strategic plan for the Ministry itself was also initiated.
- A restructuring plan was completed for the MoE's Planning and Legal Affairs department.
- Ministry staff and decision makers representing five provinces (including the three provinces targeted under REG) were trained in water pollution assessment and abatement in collaboration with a number partners.
- An environmental awareness and participatory environmental techniques campaign to integrate the efforts of local and provincial governmental departments, communities, and local NGOs was developed. A pesticide information and education campaign for farmers was also developed and piloted in collaboration with provincial departments of agriculture and health and NGOs.

G.2. Expected Progress Through FY 1999 and Associated Management Actions

Planned accomplishments include completion of a dispute resolution/bargaining training session for government officials on Mekong River Basin water issues; introduction of secure monitoring technologies such as RadarSat to improve the management of natural resources; and establishment in conjunction with our State Department counterparts of a more formal policy dialogue process with the government on the issues relating to both existing and planned forest concessions.

IR 2 will be an area of special focus and energy as protected areas receive increased attention under a new multi-donor approach. Steady progress is also anticipated under IR 3, which seeks increased and improved interaction between MAFF and the MoE as a major objective. Activities under IR 4 will include completion of the MoE strategic planning process and full integration of five PEDs into the provincial planning process.

PART III: Status of the Management Contract

In **Democracy and Human Rights** (SO 1), we request USAID/W approval for both the SO- and IR-level statements and indicators as set for in Part 2 (see also Annex A). We do not have an approved strategy as such. Approval would allow us to fully flesh out a results framework and complete the establishment of baseline data and out-year targets for final USAID/W approval. On rule of law programs, we have scaled back some initiatives and are finalizing plans for competing a follow-on for the Court Training and Cambodian Defenders programs. Otherwise, we have concluded, based on our evaluations and the earlier ROL assessment, that our ongoing activities are progressing well and should be continued. We may propose to build upon our cross-cutting civil society theme more formally once the local and national elections are behind us. First, however, we need to evaluate our ability to produce and measure results against an initially approved strategy given currently planned funding and staffing levels. With respect

to elections progress and financing, we stay in close contact with USAID/W principals to keep all parties abreast of developments. Clearly continued unsatisfactory progress toward or during the elections would require a policy review of the program and management contract. We anticipate further discussion on this topic in the near term.

In Rural Economic Growth (SO 2), we are on track to present a final results framework as part of next year's R4 submission per the recent strategy approval cable. We request feedback on the further elaboration of the SO tree as set forth in Annex A. Note that we have changed slightly the SO title to better reflect the activities proposed. This will not however change any of the approved indicators.

For **Primary Education (SO 3)**, we seek USAID/W approval of this SO with this submission. We are working closely with G/HRD on all aspects of this program and will be pleased to accept further assistance and guidance on any and all remaining results framework issues or elaborations. With respect to girls' and women's education (GWE) initiatives, we will soon have a long term advisor in place and expect considerable progress this year, which will then be built into all aspects of CAPE and the associated SO 3 results framework. We are committed to making girls' and women's education a major component both of this SO and of our partnership with the Government of Japan.

Our **Maternal and Child Health** strategy (SO 4) was approved at last year's R4. We have now completed further analysis and strategy development for HIV/AIDS, which we are presenting to USAID/W separately and simultaneously with the R4 submission. From this we hope to secure USAID/W approval for our **HIV/AIDS** Special Objective (SpO 2) to complement our MCH strategic objective through targeted HIV/AIDS interventions.

The **War and Mine Victims** special objective (SpO 1) is a continuation of grant programs benefitting high priority vulnerable groups which largely coincide with Agency earmarks for war victims and displaced/orphaned children. These programs are increasingly effective, mostly forward-funded, and able to be managed with minimal staff commitment. We seek Washington approval of this SpO as presented.

Our **Environmental Management** special objective (SpO 3) was only recently outlined during the visit of the ANE environmental officer. It fundamentally puts a performance framework around ongoing activities under the Cambodia Environmental Management Program (CEMP) that we believe have produced extremely useful results at minimal cost. With initial USAID/W clearance following review of this R4 submission, we will proceed to work with ANE and G/ENV to develop a full results framework this year.

Japan has targeted Cambodia as a priority country for implementing the DAC development approach into the 21st Century. Based on recent discussions in Phnom Penh with a high-level Japanese delegation, we believe this will be a very productive year in terms of expanding our partnership with Japan in a number of areas. Building on our already-solid base of Common Agenda initiatives, we hope to develop or expand cooperation in primary education, road construction, safe motherhood and AIDS, elections assistance, microfinance, and women's rights.

With respect to **staffing**, we propose an environmental officer as our one additional approved USDH position for FY 1998 to work with both the economic growth and the environment team. We are preparing a scope of work for a program-funded USPSC to work on gender initiatives throughout the portfolio, including girls' and women's education, rural economic growth, women's rights, and AIDS. We are also recruiting an additional PSC to work on cross-cutting issues in the democracy sector.

PART IV: Resource Request

USAID/Cambodia's near term plan presupposes the modest staffing increases already agreed upon for FY 1998 to complete our transition from AID Rep to full Mission status, and an ESF budget that at least maintains the present annual level of \$35 million. We predicate this resource request on approval of our four strategic objectives and three special objectives. Our staffing and OE will remain very lean compared to program levels, but we believe fully in our ability to undertake the proposed program in an effective and accountable manner. We understand that the expectation of continuing ESF support will require political consensus on the priority and progress of Cambodia's transition to a more democratic society.

A. Financial Plan

This plan sets out our funding requirements by SO for FYs 1997, 1998, and 1999. The levels requested are \$35 million in Economic Support Funds for FY 1997 increasing to \$37 million in FYs 1998 and 1999 to provide additional funding for primary education, MCH, and the proposed special objective in the environment. Funding levels are based on careful analysis and previously documented budgets for activity packages we consider critical to achieving our objectives.

In addition to ESF, we are requesting consideration for \$1.0-1.5 million in annual DA funding for our new HIV/AIDS special objective beginning in FY 1998. We look to ANE regional programs and the Global Bureau to help expand both our capabilities and funding in this key area. Likewise, we are hopeful for continuing modest support from the G Bureau's PRIME fund for our Rural Economic Growth microfinance program and for our War and Mine Victims special objective through existing War Victims and Orphans programs. The following table presents our planned allocation of funds by SO and SpO for FYs 1997, 1998, and 1999.

USAID/Cambodia Resource Planning Levels, FY 1997-1999 (\$000)			
SO/SpO	FY 1997 Request	FY 1998 Planned	FY 1999 Proposed
SO 1: Democracy and Human Rights	8,800	10,000	10,000
SO 2: Rural Economic Growth	11,500	8,000	8,000
SO 3: Primary Education	8,000	8,000	8,000
SO 4: Maternal and Child Health	4,500	7,000	7,000
SpO 1: War and Mine Victims	2,200	2,000	2,000
SpO 2: HIV/AIDS (DA-funded)	0	1,500	1,500
SpO 3: Environment	0	2,000	2,000
Total	35,000	38,500	38,500

The quarter ending December 1996 shows an overall pipeline of \$55.74 million against cumulative active obligations of \$164.8 million, or a pipeline of 33.8 percent. Using the ANE Bureau's forward funding formula, this translates into approximately 18 months of forward funding, well within Agency guidelines of 18-24 months. Of the \$55.74 million pipeline figure, 85.3 percent of obligated funds are already committed, and should be expended over the next 12 to 18 months. The following two tables present the current status of key financial indicators and estimated annual expenditures by SO and SpO.

Pipeline, Cumulative Obligations and Expenditures, and Forward Funding (\$000)				
Strategic or Special Objective	Cum Oblig	Cum Expend	Pipeline	Forward Funding ¹
SO 1 Democracy/Human Rights	29,340	18,549	10,791	1.42
SO 2 Rural Economic Growth	63,262	47,894	15,068	1.99
SO 3 Primary Education	9,000	2,844	6,156	0.81
SO 4 Maternal-Child Health	10,500	972	9,628	1.96
SpO 1 War and Mine Victims	52,700	38,900	13,800	1.49
SpO 2 HIV/AIDS	0	0	0	0
SpO 3 Environment	0	0	0	0
Total	164,802	109,053	55,743	1.50

Estimated Expenditures by Fiscal Year (\$000)			
SO/Activity	FY 1997	FY 1998	FY 1999
SO 1 Democracy/Human Rights	7,560	7,250	8,000
SO 2 Rural Economic Growth	7,700	11,250	12,500
SO 3 Primary Education	7,580	8,250	6,000
SO 4 Maternal-Child Health	4,870	4,750	5,500
SpO 1 War and Mine Victims	9,220	5,000	5,500
SpO 2 HIV/AIDS	0	750	1,500
SpO 3 Environment	0	500	1,000
Total	36,930	37,750	40,000

¹ FY 1996 pipeline divided by estimated FY 1997 expenditures.

B. Prioritization of Objectives

The following ranking reflects both development priorities and results achieved or anticipated.

1. **Democracy and Governance (SO 1)** remains the cornerstone of our program. Should elections not proceed as planned, we will reduce or eliminate our financing for elections support. However we would keep as our highest priority the continued emphasis on human rights and other initiatives under this SO.
2. **Primary Education (SO 3)** ranks a close second as a major cornerstone of our program. Rebuilding the basics of a primary education system is essential to the long term sustainability of democracy and economic growth in Cambodia. We believe our role in this sector is well designed and will be very effective in not only improving the quality of education but also reorienting the old centralized education system into a more community-based system. This sector deserves a long-term focus and commitment from USAID.
3. **Maternal and Child Health (SO 4)**, combined with our Special Objective for STI/AIDS, is our third most important and critical objective package. Together, these two programs constitute perhaps our most focused and successful intervention. The MCH Program has been restructured to incorporate many of the successful NGO health programs previously funded under the PVO Co-financing Project, and brings strong focus to issues of sustainability of the public health delivery system. With reduced resources, we would have to look for other donors to pick up specific tasks, since our program is highly integrated into a national program under which each link is critical.
4. **Rural Economic Growth (SO 2)** is just beginning, but we believe it will have a major and important impact on agricultural production nationwide and on broadening the benefits of Cambodia's economic growth to the rural areas. With reduced resources we would narrow the geographic focus of the program, scale back our performance targets over a longer time period, or cancel the program entirely, in that order of preference. The cost of USAID not taking on its now evident leadership role in this sector would be substantial.
5. Under a scenario of significant reductions in resource levels, we would not establish a new **Environmental Management** special objective and, secondly, we would delete the proposed special objective for **War and Mine Victims**. The four SO packages have a synergy and interdependence that means deleting one harms significantly the others. These two special objectives would not create such gaps in other sectors. However, they do address top priority global issues and development concerns which make them, in our view, essential components of this Mission's program.

C. Linkage of Field Support, Non-Emergency Title II, and Title III

Field support requirements are elaborated in Annex D. We see the Global and ANE Bureaus as key partners in our MCH and AIDS program. A cooperative relationship has been established with the G Bureau in our Rural Economic Growth initiative, including work with BASIS and the PRIME Fund. We are just beginning what we hope is a close relationship with Global and ANE in the area of environment; and we welcome continued financial assistance and cooperation with Global OFDA on issues of humanitarian assistance for war, mine, and flood victims. Our primary education program is well integrated with the G Bureau HRD and WID programs such as ABEL 2 and GWE, relationships we hope

to build upon. We are closely linked with all relevant USAID/W offices with respect to our democracy programs, and are committed to a fully transparent and collaborative approach. We do not foresee any requirement for non-emergency food aid.

D. Workforce and Operating Expenses (OE)

USAID/Cambodia became a full Mission in October 1996 and has implemented a dramatic program to "grow" to planned staffing levels. The majority of FY 1996 and FY 1997 operating expense funds were/are to recruit and bring on board additional staff which will bring us up to the authorized ceiling of 12 USDH and 8 international PSCs; and to rent and modify mission offices and residences. The requested funding of \$3.26 million for FYs 1998 and 1999, a 4.5 percent reduction from our FY 1997 level, reflects a stabilization in mission expenditure levels. ICASS costs are included in the requested levels for FYs 1998 and 1999.

With a work force of 80 and a \$3.26 million OE budget, USAID/Cambodia has the critical mass of human and financial resources needed to vigorously implement the four SOs and three proposed SpOs. The ratio of 52 support positions to 28 SO-focused positions is less than 2:1, a prudent ceiling allocation. Within the 28 technical office positions, only four are secretarial/administrative. The remaining 24 positions are filled by six USDH, nine program-funded PSCs, and nine senior FSNs. This averages to a total of about six staff per SO and 1.5 per SpO.

On the support side, our financial, administrative, program, and proposed contracting offices are also lean yet efficient operations. Our eight third-country nationals will continue to carry heavy loads but, through on the job training, will steadily shift increasing portions of their workload to a corps of Cambodian FSNs growing daily in competence and confidence. We project a five-year start-up period to train and expose our new FSN staff to USAID policies and procedures to prepare them to assume responsibilities similar to those of FSNs in more established missions. Our Cambodian staff must not only become professionally competent, but also learn to thrive in an atmosphere of change and innovation. We are therefore committed to remaining a learning organization, as we amply demonstrated this past year by undertaking a substantial and participatory training program even though short-staffed and pressed to build up to full Mission status.

This year will bring new challenges, including the assumption of contracting responsibilities from Manila in October 1997 and perhaps the migration of accounting and NMS responsibilities to Cambodia. An authorized level of 51 locally recruited staff is essential to support a full mission having an accounting station, Contracting Office and a \$35 million program. Meeting our targets will depend upon the efficacy of our development partnerships in implementing our strategic and special objectives. Success will be in direct proportion to the level and quality of teamwork, communication, and professional skill in our extended SO teams. Our final step to putting this team structure in place occurs with the arrival this Summer of five USDH and several contractors. This will signal the end of the Mission's logistical build up. The addition in 1998 of one USDH environmentalist plus one or two program funded local hire slots will, we believe, allow us to fully meet our proposed program objectives.

In sum there is neither fat nor redundancy in our approved staffing plan or our OE budget. We have sufficient OE resources and logistical wherewithal to offer quality support to all employees, including career development, housing, furnishings and fleet services. Our office set-up remains problematic as

it is for the entire USG compound. We hope that by mid-1999 the Agency will take a serious look at giving us the resources and permission to buy or lease modern, functional office space.

We end with a plea for another resource, neither human nor fiscal. We note USAID/W has left USAID missions like us behind technologically as it focuses on system problems. The distance between the new system "haves" and "have nots" is too large now. We hope that IRM will visit us soon and make a special effort to help bring us up to full speed.

E. Environmental Compliance

We plan to implement several activities under the new Rural Economic Growth strategy (SO 2) that will require IEE and EA compliance. Most of these requirements have already been vetted with the ANE Bureau Environmental Officer. We anticipate working closely with the ANE Bureau throughout the R4 period on both compliance and programmatic initiatives.

F. BHR Requirements

USAID/Cambodia has no Non-Emergency Title II or Title III requirements. However, we may have need for emergency food aid depending the severity of natural or man-made disasters that may arise.

SO/SpO TREES (ANNEX A)

SO 1: STRENGTHENED DEMOCRATIC PROCESSES AND RESPECT FOR HUMAN RIGHTS

Indicators:

1. Democratic multi-party elections held that reflect the will of the people and result in elected officials taking office.
2. Increased awareness of human rights and democratic processes
3. Greater accountability of military, police and civil servants under the rule of law.
4. Increased professionalism and independence of the judiciary.

Intermediate Result 1	Intermediate Result 2	Intermediate Result 3
<p>Citizens' rights upheld through courts and dispute resolution mechanisms.</p> <p>Indicators:</p> <p>Percent of pretrial detentions lasting less than six months.</p> <p>Number of criminal and civil cases handled by defenders and lawyers to deposition.</p> <p>Lawyers/public defenders providing services for the accused poor in 80 percent of courts country-wide.</p> <p>Percent of cases (sample) in which court personnel followed due process.</p> <p>Increased private/NGO role in judiciary.</p>	<p>System established for transparent, multi-party elections.</p> <p>Indicators:</p> <p>Passage of local and national election law.</p> <p>Electoral officials and staff in place and trained.</p> <p>Percent of population that understands the voting process.</p> <p>Percent of electorate voting.</p> <p>Percent of polls monitored by trained citizens.</p> <p>Acceptance of international monitors.</p>	<p>Strengthened outreach and impact of human rights organizations.</p> <p>Indicators:</p> <p>Percent of human rights abuses reported, investigated, and resolved.</p> <p>Increased sustainability of targeted indigenous human rights and civil society organizations.</p> <p>Percent of population receiving public service/election announcements.</p> <p>Increased awareness of laws governing property, labor and domestic disputes.</p> <p>Improved effectiveness of National Assembly through improved information provided by Center for Legal Services</p>

SO/SpO TREES (ANNEX A)

SO 2: INCREASE FARM PRODUCTION AND INCOMES IN THE NORTHWEST PROVINCES.

Indicators:

1. Increase average real incomes in target zones.
2. Increased rice production in target zones.

Intermediate Result 1	Intermediate Result 2	Intermediate Result 3	Intermediate Result 4	Intermediate Result 5
<p>Sustainable on-farm water management practices adopted.</p> <p><u>Indicators:</u></p> <p>Program providing irrigation and capacity to manage and maintain systems.</p> <p>Private sector capacity to design and implement projects established.</p>	<p>Improved access to and utilization of appropriate agricultural inputs and technology.</p> <p><u>Indicators:</u></p> <p>Capacity of NGOs and rural organizations to provide services improved.</p> <p>Improved marketing and post-harvest management.</p> <p>Information broadly disseminated.</p>	<p>Agricultural and environmental policies essential for sustaining production increases implemented.</p> <p><u>Indicators:</u></p> <p>Relevant policy issues identified and appropriate policy solutions developed.</p> <p>Donor mechanisms for promoting policy agenda with RGC operation.</p>	<p>Improved road networks.</p> <p><u>Indicators:</u></p> <p>Improved road networks in provinces.</p> <p>Improved public and private sector capacity for planning construction and maintenance.</p>	<p>Expanded access to sustainable financial services.</p> <p><u>Indicators:</u></p> <p>Increasing access to credit and savings.</p> <p>Increased self-sufficiency of selected institutions.</p> <p>Enhanced enabling environment for microfinance institutions.</p>

SO/SpO TREES (ANNEX A)

SO 3: IMPROVED QUALITY OF PRIMARY EDUCATION		
<p>Indicators:</p> <ol style="list-style-type: none"> 1. Teachers using improved teaching methodologies in regular classroom instruction. 2. Cluster schools effectively supporting teaching and learning. 3. Rational MoEYS policies in place supporting child-centered instruction, cluster schools, increased girls participation in school, and financial sustainability. 4. Grade repetition rates declining. 5. Percentage of girls in primary school classes increasing. 		
Intermediate Result 1	Intermediate Result 2	Intermediate Result 3
<p>Improved quality of teaching.</p> <p>Indicators:</p> <p>Teachers demonstrating competence in child-centered methodologies during in-service training program activities.</p> <p>Cluster-based tutors actively supporting teacher improvement.</p> <p>Lecturers (teacher trainers) effectively providing six cycles of intensive instruction during the in-service training program for teachers.</p>	<p>School clusters established and functioning effectively.</p> <p>Indicators:</p> <p>Clusters enhancing communication, coordination and accountability among teachers, school directors, PTAs, etc.</p> <p>Resource centers being built, stocked, used by teachers, and replenished by communities.</p> <p>Communities and their schools actively supporting each other.</p> <p>School, district, and provincial administrators supporting clusters, child-centered instruction, and increased girls participation in school.</p>	<p>Improved ability of the MoEYS to generate sound educational policies.</p> <p>Indicators:</p> <p>Participation of MoEYS provincial and technical staff in the policy-making process resulting in rational policy formulation.</p> <p>Research studies being implemented by the MoEYS which address agreed upon policy agenda issues.</p> <p>Increased attention and resources being paid to gender issues in education.</p>

SO/SpO TREES (ANNEX A)

SO 4: IMPROVED MATERNAL AND CHILD HEALTH		
<p>Indicators:</p> <ol style="list-style-type: none"> 1. Reduced infant mortality rate. 2. Reduced child mortality rate. 3. Increased contraceptive prevalence rate. 		
Intermediate Result 1	Intermediate Result 2	Intermediate Result 3
<p>Leadership for quality maternal and child health assumed by the public sector.</p> <p>Indicators:</p> <p>Key policies in place for: reproductive health, child survival and sustainability. Five stages to be reported: analysis, pilot, draft, approved and implemented.</p>	<p>Improved service delivery in the public and private sector.</p> <p>Indicators:</p> <p>Proportion of health providers in target areas correctly managing diarrhea cases in children under five: assessment, treatment and counseling.</p> <p>Proportion of health providers in target areas correctly managing STD cases: assessment, treatment and counseling.</p> <p>Births attended by trained health personnel in target areas.</p>	<p>Improved MCH commodity accessibility and rational management.</p> <p>Indicators:</p> <p>Couple years of protection.</p> <p>Sustained sales of Number One condoms.</p>

SO/SpO TREES (ANNEX A)

SPO 1: ENHANCED ASSISTANCE FOR WAR AND MINE VICTIMS	
Indicators: Targeted vulnerable groups with needs met.	
Intermediate Result 1	Intermediate Result 2
<p>Increased access to rehabilitation care and job training.</p> <p>Indicators: Quality prostheses and orthoses fitted.</p> <p>Mental health treatment for traumatized population provided.</p> <p>Non-formal education made available for orphans and disabled.</p>	<p>Functional coordinating and training mechanisms established in government agencies and NGOs.</p> <p>Indicators: Coordinating mechanisms in place.</p> <p>Rehabilitation of practitioners with improved skills in assessment of needs and treatment</p> <p>Short-term emergency assistance made available.</p>

SO/SpO TREES (ANNEX A)

SPO 2: REDUCED TRANSMISSION OF STI/HIV AMONG HIGH-RISK POPULATIONS		
<p>Indicators:</p> <ol style="list-style-type: none"> 1. Improved policy environment score. 2. Reduction in high-risk behaviors. 3. Reduced prevalence of selected STIs. 		
Intermediate Result 1	Intermediate Result 2	Intermediate Result 3
<p>Policy makers are informed about the HIV/AIDS epidemic in Cambodia.</p> <p>Indicators:</p> <p>Number of workshops, study tours and dissemination events.</p>	<p>Quality IEC delivery program for high-risk populations piloted and replicated in selected provinces.</p> <p>Indicators:</p> <p>Condom use with non-regular partner most recent sex act.</p> <p>Reduced number of sex acts with non-regular partner.</p>	<p>Model service delivery program for high-risk populations piloted and replicated in selected provinces.</p> <p>Indicators:</p> <p>Reduced STI prevalence among CSWs.</p> <p>Reduced percentage of CSWs paid by the month.</p>

SO/SpO TREES (ANNEX A)

SPO 3: IMPROVED CAPACITY GOVERNMENT AND NGOS TO MANAGE NATURAL RESOURCES			
<p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Number of environmental sub-decrees issued by the National Assembly. 2. Number of hectares of protected areas. 3. Number of hectares of buffer zone managed by local communities. 4. Number of multi-donor initiatives of which USAID is a partner. 			
Intermediate Result 1	Intermediate Result 2	Intermediate Result 3	Intermediate Result 4
<p>Improved monitoring of the natural resource base.</p> <p><u>Indicators:</u></p> <p>To be determined</p>	<p>Improved protection of biologically important protected areas.</p> <p><u>Indicators:</u></p> <p>Biodiversity action plan submitted.</p> <p>Boundaries of protected area defined in accordance with legislative mandate</p> <p>Role of park rangers defined.</p> <p>Policy decisions by local, provincial and national authorities agreeing upon management plan structure.</p>	<p>Increased amount of buffer zone land managed by local communities.</p> <p><u>Indicators:</u></p> <p>Community actively involved in management decisions.</p> <p>Buffer zone management policy drafted and submitted to Counsel of Ministers.</p> <p>MOUs signed by local, provincial and national authorities agreeing upon management plan structure.</p> <p>Tonle Sap wetlands protection plan submitted to regional authorities.</p>	<p>Strengthened public and private environmental agencies and institutions.</p> <p><u>Indicators:</u></p> <p>Strategic plan for 5 MoE departments implemented.</p> <p>Strategic plan for 5 target provincial offices implemented.</p> <p>Mekong authority training in dispute resolution and bargaining techniques conducted.</p> <p>30 NGOs trained in environmental awareness and participatory environmental techniques.</p>

Annex B
USAID/Cambodia Staffing and Strategic Objective Teams

This annex presents the structure of our partnerships by SO and SpO. The table below sets out our internal mission structure. Although we have not listed support offices under teams, the FIM and PRO offices do have set team assignments. Given the staff size most support officers are members of several teams. Beginning on the next page we have listed our external partners and grantees, with a brief description of the principal contributions and activities of each.²

OFFICE OF THE DIRECTOR
GWest, Mission Director 1 DSwain, Deputy Director 1 DKubota, Secretary 3

D/G (SO1)	EG/ENV (SO2; SpO3)	HRD (SO3; SpO1)	HPN (SO4; SpO2)
NGreeley, Chf 1 SNelson 4 ROL Adv 4 Hum Rghts Adv 4 SNarin 3 SPhany 3 PSokunn 3	JLindborg, Chf 1 Env Ofcr 1 ASundermann 4 JKitts 4 USong 3 Ag Spec 3 KLavy 3	JLarcom, Chf 1 HRD Adv 4 WID Adv 4 NMen 3 IVarony 3 OSophany 3	LBradshaw, Chf 1 MMoloneyKitts 1 IOleksy 4 RAquino 4 SPov 3 CChak 3 ASareoun 3

EXO	FIN/INFO MGT	PROGRAM	PROCUREMENT
DHerbol, EXO 1 NToch 3 SSLieng 3 MHeng 3 PSokun 3 WCampo 3 PTep 3 SSokha 3 MHeng 3 DSophal 3 JCampo 2 ADeleon 2 Evelayo 2 7 GSO Staff 3 9 Motorpool 3	JKatt, CON 1 BSantos 2 SFrancisco 2 VVilla 2 RSison 2 RDel Mundo 3 SHong 3 KKreng 3 NSokun 3 LYNieng 3 VChan 3 LNareth 3 KYSan 3 PNali 3	DDAntonio, PRO 1 SSeng 3 DDarany 3	CGordon, CO 1 CO Asst 2 CO Asst 3 BNavy 3

²Numbers 1 through 4 after each staff position represent the category of employment in accordance with HRD classifications: 1=USDH; 2=OE-funded international hire staff; 3=OE-funded local hire staff; and 4=program-funded staff. We show projected 1998 staffing against ceilings set by USAID/W: 12 USDH, 8 OE-funded international hires, 51 OE-funded local hires, and 9 program funded staff, for a total ceiling of 80.

External Partners and Grantees

SO 1: Democracy and Human Rights

Our principal external donor partners in D/G include **UNDP** (donor coordination for elections, human rights, elections support, court mentoring); **France** (UPP Law School and Cambodian Bar Association, strengthening of MOJ and voter registration); **Denmark** (elections, NGOs, and public defenders); **Australia** (prisons, courts, and elections); **Norway** (public defenders and voter education); **Canada** (elections and possibly voter education); **Japan** (training for National Electoral Commission), and **Germany** (also training for National Electoral Commission).

Following is a list of our international PVO and indigenous NGO partners and their activities:

The Asia Foundation (TAF) works on the "demand" side of the equation channelling grants to indigenous democracy and human rights NGOs, including two elections coalitions (COFFEL and COMFREL) conducting voter education and setting up elections monitoring systems. Individual NGOs with sub-grants from TAF under our program include the Cambodian League for the Protection and Defense of Human Rights, the Cambodian Institute of Human Rights, Women for Prosperity, the Khmer Institute of Democracy, the Center for Social Development, the Khmer Women's Voice Center, the Project Against Domestic Violence, the Khmer Journalists Association, the Women's Media Center of Cambodia, the League of Cambodian Journalists, and the Cambodian Human Rights Coordination Committee.

The **International Human Rights Law Group** operates two programs aimed at sustainable improvements in the judicial system. The *Cambodian Court Training Project* brings in legal experts to mentor local judges and provide training for other members of the Cambodian judicial system, while the *Cambodian Defenders Project* provides hands-on training for public defenders. The **International Foundation for Electoral Systems (IFES)** has the only long-term external donor-funded team working with the Ministry of Interior's Bureau for Elections to help draft electoral legislation for the upcoming local and national elections. IFES technical assistance will help establish systems that will help ensure long term sustainability of the electoral process itself.

The **American Bar Association (ABA)** is working to strengthen the nascent Cambodian Bar Association, including its newly-formed legal aid department and help modernize the country's commercial, economic, and business codes. The **Asian-American Free Labor Institute (AAFLI)** is helping the Ministry of Labor develop and implement a labor relations law that meets international standards. The project also works with nascent labor organizations to educate workers, especially women and children, about their rights. The **University of San Francisco (USF)** provides technical, administrative, and legal education assistance both to the Faculty of Business at the University of Phnom Penh and, through course offerings at the Community Legal Education Center, to the larger legal community. USF's goal is to raise the general public's understanding of rule of law issues, including elections law, while introducing legal and business principles already in use by ASEAN countries.

SO 2: Rural Economic Growth

For the Rural Economic Growth program, partnerships will center on three province-level committees chaired by the governors of each participating province and vice-chaired by the rural

development officer in each province. Represented on each of these committees will be province level representatives of all relevant ministries.

We have also developed working relationships with key international donor partners such as the AUSAID, ILO, FAO, UNDP/Carere, Norwegian People's Aid, UNCDF, the World Bank, and ADB. Local NGOs will also be important partners in this program, particularly in the areas of micro-finance, road rehabilitation, and extension. Following are descriptions of the activities of grantee partners with ongoing programs:

CARE International is rehabilitating and de-mining about 300 kilometers of secondary roads in Banteay Meanchey and Siem Reap provinces in areas only recently freed from Khmer Rouge control. The activity includes sub-grants to the *Cambodian Mine Action Center (CMAC)* for the clearing of mines along these increasingly heavily travelled routes. We are presently amending the cooperative agreement with CARE to include rehabilitation of an additional 700 kilometers of roads and maintenance of 1,000 kilometers.

We plan to enter into a cooperative agreement with the **International Rice Research Institute (IRRI)** to establish an adaptive research and technology transfer program for the northwest provinces. We also plan to enter into a buy-in arrangement with the G Bureau's ABEL 2 project to design and implement a radio broadcast and development communications program for the northwest. Lastly, we plan to enter into an agreement with the G Bureau's BASIS project to fund collaborative research in land ownership and gender issues relating to our civil society program.

SO 3: Primary Education

Teacher training and cluster school development activities under the Cambodian Assistance to Primary Education (CAPE) project are implemented through a **consortium of World Learning (as lead institution), World Education, Save the Children/USA, International Rescue Committee and Save the Children/Australia**. The policy portion of the program is implemented through a buy-in to the **Advancing Basic Education and Literacy, Phase 2 (ABEL 2)** project. Beginning in 1997, special attention will be focused on girls' education via addition of a full time advisor from USAID's centrally-based Girl's and Women's Education (GWE) project.

Donor partners include EU/PASEC (nationwide distance education for teachers, pre-service and in-service training of trainers); UNICEF (curriculum and textbooks, cluster school development); Redd Barna (teacher training and cluster school development in four provinces); UNDP/UNESCO (ministry capacity building, management information systems); and Japan (G&WE policies).

SO 4: Maternal and Child Health

Our MCH program relies heavily on partnership with other organizations. Under the Ministry of Health umbrella, principal donor partners include UNFPA (reproductive health, public sector strengthening); UNICEF (EPI, CDD/ARI, HIS, essential drugs, and micronutrients); WHO (dengue fever, health systems strengthening, STI/HIV, and safe motherhood); the World Bank (infrastructure, health systems, HIV, TB, and malaria); the Asian Development Bank (infrastructure and health systems); Japan (infrastructure, National MCH Center); GTZ (Institute of Public Health, health systems, Kampot); AusAID (health education), and KFW (contraceptives and essential drugs).

The MCH program is implemented through a core consortium of SEATS, AVSC, and BASICS, three G/PHN cooperating agencies who have been selected to collaborate closely in strengthening reproductive health services with interventions in family planning, sexually-transmitted diseases, safe motherhood and child survival. Their activities are divided up as follows:

SEATS (Family Planning Service Expansion and Technical Support II) is responsible for strategic planning, program design, and management support to the National Family Planning Program and developing innovative approaches to implementing family planning and reproductive health programs country-wide. **BASICS** (Basic Support for Institutionalizing Child Survival) concentrates on increasing and institutionalizing the delivery of child survival services such as child immunization and activities to combat childhood communicable diseases, acute respiratory diseases, and malaria. **AVSC** (Program for Voluntary and Safe Contraception) supports improved and expanded delivery of voluntary surgical contraception services such as female sterilization and vasectomy through the existing birth spacing program.

The activities of the following international PVO and local NGO partners round out our program:

Action Internationale Contre La Faim/USA (AICF/USA) is installing and rehabilitating clean water sources and provide basic health education to villagers and schools in Kratie and Steung Treng Provinces. **Care International** is working to strengthen and extend selected (MOH-approved) preventive and curative services in communal health centers in Banteay Meanchey, Pursat and Kampong Chhnang Provinces. In the private sector, CARE also works with pharmacists in birth spacing. **Family Planning International Assistance (FPIA)** works to improve access to family planning information, services, and contraceptives by poor, underserved populations in Phnom Penh and Kampong Speu, Svay Rieng, and Takeo Provinces. Ongoing USAID support will be provided to the *Reproductive Health Association of Cambodia (RHAC)*, a local NGO that developed from this grant and has just been awarded IPPF affiliate membership.

Helen Keller International (HKI) is working to establish an integrated community garden, nutrition, and eyecare as a demonstration model for other provinces. **Médecins Sans Frontiers (MSF)** is rehabilitating hospitals and providing basic curative health care services in underserved areas. **World Vision** has just completed a USAID/Cambodia grant-funded activity to assist with construction of a national training center at the National Pediatric Hospital and to introduce essential training to health care providers in the management of dengue hemorrhagic fever (DHF), childhood diarrheal diseases (CDD), and acute respiratory infections (ARI). World Vision will continue to receive USAID support through the BHR Child Survival Grant program.

SpO 1: War and Mine Victims

Our principal Government of Cambodia partner for this SpO is the Ministry of Social Action, Labor, and Veterans' Affairs (MSALVA). We also work closely with the National Center for Disabled Persons (NCDP) and the Cambodian School for Prosthetics and Orthotics (CSPO).

Participating Agencies Collaborating Together (PACT) channels grants to Cambodian NGOs working in the health, vocational training, and community development sectors. Principal sub-grantees at present include the United Cambodian Community (vocational training for the disabled) and Social Services of Cambodia (community development and social services). The **Salesian Missions** provides technical and vocational education for orphans and poor youth in the Phnom Penh area. The **Harvard School of Public Health** operates a training facility in Siem Reap to

train primary care physicians in the diagnosis and treatment of mental health cases in families and communities that have been traumatized by years of war and civil disruption.

The **American Red Cross** operates a prosthetic/orthotic workshop in Kampong Speu Province, and works to strengthen the capacity of NCDP and MSALAVA to identify and provide services for the disabled. **Handicap International** works with the Cambodian Mine Action Center (CMAC) to strengthen its capacity to verify the presence or absence of mines in known minefields as well as to establish a geographic information system (GIS) of mine locations. **Vietnam Veterans of America Foundation (VVAFA)** operates a facility near Phnom Penh where employees, many of them disabled, manufacture prosthetic and orthotic devices, and provide physical therapy.

SpO 2: HIV/AIDS

Our principal government partners under this SpO are the National AIDS Committee and the National AIDS Program. Principal external donor partners include UNFPA (integration of STI diagnosis and treatment into reproductive health programs, UNICEF (Mekong Project, community response), WHO (STIs and AIDS care), the World Bank (support to National AIDS Program), Japan (provision of HIV test kits), UNAIDS (general HIV/AIDS program support), France (AIDS care, testing centers), and Germany (peer education). USAID grantee partners are as follows:

Population Services International (PSI) has an extremely effective condom social marketing program underway and is now moving to add oral contraceptives to its product line and begin an information, education, and communication (IEC) program to promote birth spacing. **AIDSCAP (Family Health International)** supports HIV sentinel surveillance, STD protocol development through research to identify STD prevalence and drug resistance, and the development and dissemination of HIV testing guidelines. **International HIV/AIDS Alliance** is providing technical assistance to rural NGOs to strengthen their technical, institutional, and financial capacity to manage donor grants for community-based HIV/AIDS programs.

SpO 3: Environment

Environment assistance has been made available principally through grants to a consortium of U.S. environmental PVOs headed by **CARE International** as prime grantee and sub-grants to **Participating Agencies Cooperating Together (PACT)**, **World Resources Institute (WRI)**, **World Wildlife Fund (WWF)**, and the **International Development Research Centre (IDRC)**.

Our government partner under this SpO is the Ministry of Environment (MoE), but we intend also to strengthen MoE ties to the ministry of Agriculture, Forestry, and Fisheries (MAFF) with respect to logging issues. Donor partners include the European Union (policy planning for national park development; water quality and water pollution abatement training); UNDP/ETAP (environmental education, biodiversity conservation, national park development, GIS, and legal affairs); UNDP/CARERE (provincial-level planning and water pollution abatement); the World Bank (National Environmental Action Plan); the Asian Development Bank (environmental impact assessments); and the Global Environment Fund (biodiversity planning).

Annex C Performance Data Tables

USAID/Cambodia does not yet have a fully-developed, USAID/W-sanctioned monitoring, evaluation, and reporting (MER) system in place. Nonetheless, we made strong progress during the reporting period putting an initial system into place and using it to inform management decisions. Particularly well-developed is the MER system for our *Maternal and Child Health* program (SO 4). We have also made strong progress putting a results monitoring system into place for *Primary Education* (SO 3).

Less well developed are the MER systems for *Democracy and Governance* (SO 1), and our proposed *War and Mine Victims*, *HIV/AIDS*, and *Environmental Management* special objectives (SpOs 1 through 3, respectively). We have developed tentative IRs for our *Rural Economic Growth* objective (SO 2), but development of a full MER system for this SO is a principal work objective of the REG contractor, who will not be in place until later this year. Thus, no performance data tables are presented for SO 2. Likewise, we are not presenting performance data tables for SpOs 2 or 3. Beyond this, we have followed this year's R4 guidance by including those performance data tables that best reflect the rate of progress toward objective achievement and also tables for the intermediate objectives that link most directly to the overall results framework of the SO or SpO.

We take this opportunity to invite USAID/W comment on the structure and content of our performance data tables and to formally request technical assistance this year to finalize MER systems and develop fully fleshed-out results frameworks for each SO and SpO as appropriate.

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME: Measure of SO 1			
INDICATOR: Increased professionalism and independence of the judiciary			
UNIT OF MEASURE: Number of sustainable NGO groups advocating for increased professionalism and independence of the judiciary SOURCE: NGO reports and media INDICATOR DESCRIPTION: Sustainable NGOs = those USAID-funded organizations active in the legal sector and rule of law COMMENTS: Advocacy from the Bar Association, public defender organizations, civil society, and donors should promote establishment of the Supreme Council of Magistracy and Constitutional Council, both crucial to the independence of the judiciary.	YEAR	PLANNED	ACTUAL
	1996 (B)	3	4
	1997	5	
	1998 (T)	5	
	1999	TBD	
	2000-2	TBD	

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
RESULT NAME: IR 1: Citizens' rights upheld through courts and dispute resolution mechanisms			
INDICATOR 1.1: Percent of pretrial detentions lasting less than six months			
UNIT OF MEASURE: Percentage of prisoners detained more than six months SOURCE: Court records INDICATOR DESCRIPTION: Statistics are available only in courts (up to a maximum of 10) in which permanent judicial trainers are based. COMMENTS:	YEAR	PLANNED	ACTUAL
	1995 (B)	N/A	56%
	1996	45%	41%
	1997 (T)	35%	
	1998	TBD	
	1999	TBD	
	2000-2	TBD	

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME: IR 1: Citizens' rights upheld through courts and dispute resolution mechanisms			
INDICATOR 1.2: Number of criminal and civil cases handled by defenders and lawyers to disposition			
UNIT OF MEASURE: Percentage increase in number of legal cases handled to disposition SOURCE: Data base of USAID-funded public defender organizations INDICATOR DESCRIPTION: Percentage increase is based on figure of 193 cases handled to disposition in 1995. COMMENTS: Status of current public defender organizations remains unclear after December 1997	YEAR	PLANNED	ACTUAL
	1995 (B)	N/A	193
	1996	20%	21%
	1997	50%	
	1998 (T)	75%	
	1999	TBD	
	2000-2	TBD	

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME:		IR 1: Citizens' rights upheld through courts and dispute resolution mechanisms	
INDICATOR: 1.3.		Lawyers/public defenders providing access to services for the accused poor in 80% of courts country-wide	
UNIT OF MEASURE: Courts utilizing public defenders (percent) SOURCE: Reports from USAID-funded defender organizations and the Cambodian Bar Association INDICATOR DESCRIPTION: Courts = 21 provincial, 1 supreme, 1 appeals, 1 military COMMENTS:	YEAR	PLANNED	ACTUAL
	1995 (B)	40%	46%
	1996	60%	71%
	1997 (T)	80%	
	1998	80%	
	1999	TBD	
	2000-2	TBD	

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME:		IR 1: Citizens' rights upheld through courts and dispute resolution mechanism	
INDICATOR:		Increased private/NGO role in judiciary	
UNIT OF MEASURE: Number of active, trained legal practitioners SOURCE: Reports from the American Bar Association, International Human Rights Law Group, University of San Francisco INDICATOR DESCRIPTION: Trained legal practitioners = qualified lawyers, public defenders, and USAID-trained law teachers participating in the legal sector COMMENTS:	YEAR	PLANNED	ACTUAL
	1996 (B)		105
	1997	155	
	1998	180	
	1999 (T)	200	

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME: IR 2: System established for transparent, multi-party elections			
INDICATOR 2.2: Electoral officials and staff in place and trained			
UNIT OF MEASURE: Organization SOURCE: IFES (IQC contract) quarterly reports INDICATOR DESCRIPTION: Organization units: (1) national (2) provincial (3) commune (4) poll workers COMMENTS: Post elections (1999) we expect the electoral organizations to be consolidated at the national level. Baseline is 0 as 1993 left no electoral system in place.	YEAR	PLANNED	ACTUAL
	1996 (B)	0	0
	1997	4	
	1998	4	
	1999	1	
	2000-2	0	

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME: IR 2: System established for transparent, multi-party elections			
INDICATOR 2.4: Percent of electorate voting			
UNIT OF MEASURE: Percentage SOURCE: National Electoral Commission Statistics INDICATOR DESCRIPTION: Registered voters voting COMMENTS: Turnout in 1993 (89.5%) was artificially high due to the peacekeeping nature of the elections, and is therefore not being used as a baseline.	YEAR	PLANNED	ACTUAL
	1996	0	N/A
	1997	70%	
	1998	70%	
	1999	0	
	2000-2	0	

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME: IR 2: System established for transparent, multi-party elections			
INDICATOR 2.5: Percent of polls monitored by trained citizens			
UNIT OF MEASURE: Percentage SOURCE: Observation reports INDICATOR DESCRIPTION: polls monitored by trained citizens COMMENTS: 1993 (B) is artificially high as UNTAC provided logistical support to all monitors.	YEAR	PLANNED	ACTUAL
	1993 (B)	N/A	60%
	1996	0	0
	1997	80%	
	1998	80%	
	1999	0	
	2000-2	0	

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME: IR 3: Strengthened outreach and impact of human rights organizations			
INDICATOR 3.1: Percent of human rights abuses reported, investigated, and resolved			
UNIT OF MEASURE: Percentage of total number of human rights complaints investigated that were successfully resolved SOURCE: Quarterly reports from USAID-funded human rights groups INDICATOR DESCRIPTION: Human rights abuses as defined by the Cambodian Constitution. Total number of investigations = statistics from three USAID-funded Cambodian human rights NGOs. COMMENTS: This is the first year statistics for reporting, investigation, and resolution have been tracked for an entire year.	YEAR	PLANNED	ACTUAL
	1996 (B)	N/A	24%
	1997	30%	
	1998	35%	
	1999	40%	
	2000-2	TBD	

STRATEGIC OBJECTIVE 1: Strengthen Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME: IR 3: Strengthened outreach and impact of human rights organizations			
INDICATOR 3.3: Percent of population receiving public service/election announcements			
UNIT OF MEASURE: Percentage of general population SOURCE: Local NGO reports, national survey INDICATOR DESCRIPTION: General population COMMENTS:	YEAR	PLANNED	ACTUAL
	1997 (B)	N/A	unknown
	1998	60%	
	1999 (T)	65%	
	2000-2	TBD	

STRATEGIC OBJECTIVE 1: Strengthened Democratic Processes and Respect for Human Rights			
APPROVED: 9/29/1992 COUNTRY/ORGANIZATION: USAID/Cambodia			
RESULT NAME: IR 3: Strengthened outreach and impact of human rights organizations			
INDICATOR: Improved effectiveness of Center for Legal Services in National Assembly			
UNIT OF MEASURE: Number of requests for bill analysis/information from legislators SOURCE: The Asia Foundation, National Assembly INDICATOR DESCRIPTION: Requests from National Assembly members COMMENTS: Center for Legal Services will generate analysis and reports on human rights, property, labor, and women's issues to support National Assembly's Human Rights Commission.	YEAR	PLANNED	ACTUAL
	1995 (B)	20	22
	1996	40	61
	1997	80	
	1998	100	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: (SO level indicator)			
INDICATOR 1: Teachers using improved teaching methodologies in regular classroom instruction.			
UNIT OF MEASURE: Percent of teachers in sample monitored using improved methodologies. SOURCE: CAPE/Consortium M&E statistics, based on classroom observation forms. INDICATOR DESCRIPTION: A teacher is judged to be "using" improved methodologies if she or he receives a satisfactory score when a regular classroom lesson is formally observed by a CAPE monitor. COMMENTS: Figures are based on a sample of approximately 10 percent of CAPE teachers in the second (follow-up) year of the training program.	YEAR¹	PLANNED²	ACTUAL
	1997	N/A ³	N/A
	1998	70%	
	1999	80%	
	2000	80%	
	2001	80%	
	2002	80%	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: (SO level indicator)			
INDICATOR 2: Cluster schools effectively supporting teaching and learning.			
UNIT OF MEASURE: Percent of effective CAPE clusters in sample monitored. SOURCE: CAPE/Consortium M&E statistics, based on: interviews, meeting observation forms, and resource center records. INDICATOR DESCRIPTION: A cluster is judged "effective" if it receives a satisfactory score on the majority of sub-indicators used in CAPE/Consortium's M&E plan to monitor cluster progress (i.e., functioning cluster committees, well-used resource centers, supportive communities, on-going professional development for teachers). COMMENTS: Figures are based on a sample of approximately 20 percent of CAPE clusters in the second (follow-up) year of the cluster school development program.	YEAR	PLANNED	ACTUAL
	1997	N/A	N/A
	1998	70%	
	1999	80%	
	2000	80%	
	2001	80%	
	2002	80%	

¹ Reporting is based on the academic year (i.e., 1997 represents 1996-97 academic year).

² The CAPE program consists of a first (intensive) year and a second (follow-up) year of activity. Every year a new pool of teachers and clusters enters into the first and second year programs. Performance goals thereby do not change from year to year after reaching year 3.

³ Year 1997 is scheduled as only a first (intensive) year.

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: (SO level indicator)			
INDICATOR 3: Rational MoEYS policies in place supporting child-centered instruction, cluster schools, increased girls' participation in school, and financial sustainability.			
UNIT OF MEASURE: To be determined. SOURCE: MoEYS, ABEL 2 and GWE. INDICATOR DESCRIPTION: Rational policies would mean policies that can and should be implemented given Cambodia's level of development and its financial and human resource constraints. COMMENTS: During the next quarter, a system for measuring performance on rational policy development will be established in collaboration with our MoEYS, ABEL 2 and GWE partners.	YEAR	PLANNED	ACTUAL
	1997	TBD	
	1998	TBD	
	1999	TBD	
	2000	TBD	
	2001	TBD	
	2002	TBD	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: (SO level indicator)			
INDICATOR 4: Grade repetition rates declining.			
UNIT OF MEASURE: Average percent of primary school students repeating nationally. SOURCE: MoEYS Annual School Census (EMIS). INDICATOR DESCRIPTION: Grade repetition rates describe the number of students failing and therefore repeating their grade level. COMMENTS: Actual performance data will not be available until the end of the 1996-97 academic year, when the EMIS system will be fully functioning. Based on that data, planned performance will be calculated for 1997-98 onwards. Measurement under this indicator will provide performance information on the overall primary education system and will not be attributable to CAPE alone.	YEAR	PLANNED	ACTUAL
	1997	N/A	
	1998	TBD	
	1999	TBD	
	2000	TBD	
	2001	TBD	
	2002	TBD	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: (SO level indicator)			
INDICATOR 5: Girls' participation in primary school classes increasing.			
<p>UNIT OF MEASURE: Average percent of girls enrolled in primary school nationally.</p> <p>SOURCE: MoEYS Annual School Census (EMIS).</p> <p>INDICATOR DESCRIPTION: To be determined. This indicator could describe either the percent of girls enrolled in primary school out of the total school-aged female population or the percent of girls in primary school out of the total primary school enrollment.</p> <p>COMMENTS: Actual performance data will not be available until the end of the 1996-97 academic year, when the EMIS system will be fully functioning. Based on that data, planned performance will be calculated for 1997-98 onwards.</p> <p>Measurement under this indicator will provide performance information on the overall primary education system and will not be attributable to CAPE alone.</p>	YEAR	PLANNED	ACTUAL
	1997	N/A	
	1998	TBD	
	1999	TBD	
	2000	TBD	
	2001	TBD	
	2002	TBD	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR 1. Improved quality of teaching.			
INDICATOR: Teachers demonstrating competence in child-centered methodologies during in-service training program activities.			
<p>UNIT OF MEASURE: Percent of teachers in sample monitored using child-centered methodologies competently.</p> <p>SOURCE: CAPE/Consortium M&E statistics, based on: classroom and tutorial observation forms, and lesson plans.</p> <p>INDICATOR DESCRIPTION: A teacher is judged to be demonstrating competence in child-centered methodologies if she or he receives a satisfactory score when an assigned teacher training task is formally observed by a CAPE monitor.</p> <p>COMMENTS: Figures are based on a sample of approximately 10 percent of CAPE teachers in the first (intensive) year of the training program.</p>	YEAR	PLANNED	ACTUAL
	1997	70%	
	1998	80%	
	1999	80%	
	2000	80%	
	2001	80%	
	2002	N/A ¹	N/A

¹ Year 2002 is scheduled as only a second (follow-up) year.

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR1. Improved quality of teaching.			
INDICATOR: Cluster-based tutors actively supporting teacher improvement.			
<p>UNIT OF MEASURE: Percent of tutors supporting teachers in child-centered learning.</p> <p>SOURCE: CAPE/Consortium M&E statistics, based on formative assessment forms.</p> <p>INDICATOR DESCRIPTION: Tutors giving support are those who receive a satisfactory rating on their final formative assessment. The assessment form captures judgements on tutors' performance in periodic workshops where they receive training; in their weekly tutorials with teachers; and in their individual work with teachers.</p> <p>COMMENTS: Figures are based on 100 percent of CAPE tutors at the end of the first (intensive) year of training.</p>	YEAR	PLANNED	ACTUAL
	1997	70%	
	1998	80%	
	1999	80%	
	2000	80%	
	2001	80%	
	2002	N/A	N/A

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR1. Improved quality of teaching.			
INDICATOR: Lecturers (teacher trainers) effectively providing six cycles of intensive instruction during the in-service training program for teachers.			
<p>UNIT OF MEASURE: Percent of lecturers effectively training teachers.</p> <p>SOURCE: CAPE/Consortium M&E statistics, based on formative assessment forms.</p> <p>INDICATOR DESCRIPTION: Lecturers judged to be "effectively" training teachers are those who receive a satisfactory rating on their final formative assessment. The assessment form captures judgements on lecturers' performance as they learn to prepare teacher training workshops and on their actual performance in those workshops.</p> <p>COMMENTS: Figures are based on 100 percent of CAPE lecturers at the end of the first (intensive) year of training.</p>	YEAR	PLANNED	ACTUAL
	1997	70%	
	1998	80%	
	1999	80%	
	2000	80%	
	2001	80%	
	2002	N/A	N/A

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR2. Cluster schools established and functioning effectively.			
INDICATOR: Clusters enhancing communication, coordination, and accountability among teachers, school directors, PTAs, etc.			
<p>UNIT OF MEASURE: Percent of CAPE clusters in sample monitored meeting the cluster school objectives identified by the MoEYS.</p> <p>SOURCE: CAPE/Consortium M&E statistics, based on interviews and meeting observation forms.</p> <p>INDICATOR DESCRIPTION: Clusters are judged to be meeting the Ministry's objectives when they are observed to perform according to the majority of sub-indicators used in CAPE/Consortium's M&E plan to monitor cluster progress.</p> <p>COMMENTS: Figures are based on a sample of approximately 20 percent of CAPE clusters in the first (intensive) year of the cluster school development program.</p>	YEAR	PLANNED	ACTUAL
	1997	70%	
	1998	80%	
	1999	80%	
	2000	80%	
	2001	80%	
	2002	N/A	N/A

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR 2. Cluster schools established and functioning effectively.			
INDICATOR: Resource centers being built, stocked, used by teachers, and replenished by communities.			
<p>UNIT OF MEASURE: Percent of CAPE clusters in sample monitored that have such resource centers.</p> <p>SOURCE: CAPE/Consortium M&E statistics, based on: interviews, observations and resource center records.</p> <p>INDICATOR DESCRIPTION: A resource center is counted if it meets the majority of sub-indicators used in CAPE/Consortium's M&E plan to monitor resource center progress.</p> <p>COMMENTS: Figures are based on 20 percent of CAPE clusters and are reported for the second (follow-up) year of the cluster school development program.</p>	YEAR	PLANNED	ACTUAL
	1997	N/A	N/A
	1998	70%	
	1999	80%	
	2000	80%	
	2001	80%	
	2002	80%	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR2. Cluster schools established and functioning effectively.			
INDICATOR: Communities and their schools actively supporting each other.			
<p>UNIT OF MEASURE: Percent of CAPE schools, PTAs and communities in sample monitored planning and carrying out activities designed to strengthen mutual school-community support.</p> <p>SOURCE: CAPE/Consortium M&E statistics, based on interviews.</p> <p>INDICATOR DESCRIPTION: Schools, PTAs and communities are judged to be planning and carrying out such activities when they are observed to perform in accordance with the majority of sub-indicators used in CAPE/Consortium's M&E plan to monitor cluster progress.</p> <p>COMMENTS: Figures are based on a sample of schools and PTAs in approximately 20 percent of CAPE clusters in the second (follow-up) year of the cluster school development program.</p>	YEAR	PLANNED	ACTUAL
	1997	N/A	N/A
	1998	70%	
	1999	80%	
	2000	80%	
	2001	80%	
	2002	80%	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR2. Cluster schools established and functioning effectively.			
INDICATOR: School, district, and provincial administrators supporting clusters, child-centered instruction and increased girls' participation in school.			
<p>UNIT OF MEASURE: Percent of administrators in sample monitored who are supporting clusters, child-centered instruction and increased girls' participation in school.</p> <p>SOURCE: CAPE/Consortium M&E statistics, based on interviews and attendance records.</p> <p>INDICATOR DESCRIPTION: Supportive administrators are those who receive a satisfactory rating based on end-of-year interviews and attendance records. To arrive at a combined rating for school, district, and provincial administrators, the ratings of each group are averaged, then combined and averaged again, weighted according to the number in each category.</p> <p>COMMENTS: Figures are based on a sample of approximately 50 percent of school, district, and provincial administrators in the second (follow-up) year of the training program.</p>	YEAR	PLANNED	ACTUAL
	1997	N/A	N/A
	1998	70%	
	1999	80%	
	2000	80%	
	2001	80%	
	2002	80%	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR3. Improved ability of the MoEYS to generate sound educational policies.			
INDICATOR: Participation of MoEYS provincial and technical staff in the policy-making process resulting in rational policy formulation.			
<p>UNIT OF MEASURE: Number of MoEYS staff participating in the ABEL 2 training program.</p> <p>SOURCE: MoEYS and ABEL 2.</p> <p>INDICATOR DESCRIPTION: N/A</p> <p>COMMENTS: During the next quarter, a system for better measuring how the ABEL 2 trainees are participating in the policy making process will be established in collaboration with our MoEYS and ABEL 2 partners.</p>	YEAR	PLANNED	ACTUAL
	1997	15-25	35
	1998	25	
	1999	TBD	
	2000	TBD	
	2001	TBD	
	2002	TBD	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR3. Improved ability of the MoEYS to generate sound educational policies.			
INDICATOR: Research studies being implemented by the MoEYS which address agreed upon policy agenda issues.			
UNIT OF MEASURE: Number of relevant research studies underway. SOURCE: MoEYS and ABEL 2. INDICATOR DESCRIPTION: N/A COMMENTS: In addition to the studies reported, 11 more studies are underway by ABEL2 trainees that address education policy issues in other areas (e.g., illiteracy, data collection, and planning).	YEAR	PLANNED	ACTUAL
	1997	15-25	22
	1998	25	
	1999	TBD	
	2000	TBD	
	2001	TBD	
	2002	TBD	

STRATEGIC OBJECTIVE 3: Improved Quality of Primary Education			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Cambodia	
RESULT NAME: IR3. Improved ability of the MoEYS to generate sound educational policies.			
INDICATOR: Increased attention and resources being paid to gender issues in education.			
UNIT OF MEASURE: To be determined. SOURCE: MoEYS, GWE and ABEL 2. INDICATOR DESCRIPTION: N/A COMMENTS: During the next quarter, a system for measuring performance under this indicator will be established in collaboration with our MoEYS, GWE and ABEL 2 partners.	YEAR	PLANNED	ACTUAL
	1997	TBD	
	1998	TBD	
	1999	TBD	
	2000	TBD	
	2001	TBD	
	2002	TBD	

STRATEGIC OBJECTIVE 4: Improved Maternal and Child Health
APPROVED: 29/07/96 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME: SO level indicator.

INDICATOR: 1. Infant mortality rate.

UNIT OF MEASURE: Number of deaths per 1,000 live births.

SOURCE: Estimates provided by demographic databases (BUCEN, PRB, UN Pop.Div); household surveys and censuses.

INDICATOR DESCRIPTION: The number of deaths among infants less than 12 months of age per 1,000 births. To be measured every 5 years.

COMMENTS: The RCG and international agencies consistently use 115 deaths per 1,000 live births as an estimated baseline (UNICEF, 1995). An accurate measure of mortality hasn't been conducted since the 1980 Census. Two newer estimates of this figure will be provided in mid 1997 from data collected in 1996: 1) UNDP/WB Poverty Survey and 2) MP/NIS in a special publication on mortality (Demographic Survey data).

The upcoming national data collection activities will provide the first real mortality measures for Cambodia in nearly two decades. These include two large-scale household surveys: 1) a 1997 Health Baseline Survey, funded by ADB & WB and implemented by NIH, and 2) a 1998 National Census. Additional information will be provided by a small scale qualitative survey planned for mid-1997 by MCH program in four provinces.

Due to the large number of births and deaths that must be identified and the associated sampling error, mortality rates should not be measured more frequently than every 5 years. The annual increments of planned progress reported in this table were calculated using an assumption of a 2.5% avg. annual rate of reduction in infant mortality.

YEAR	PLANNED	ACTUAL
1994	NA	NA
1995	115	115
1996	112	---
1997	109	
1998	106	
1999	103	
2000	100	

STRATEGIC OBJECTIVE 4: Improved maternal and child health
APPROVED: 29/07/96 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME: SO level indicator.

INDICATOR: 2. Under-five mortality rate.

UNIT OF MEASURE: Number of deaths per 1,000 live births.	YEAR	PLANNED	ACTUAL
SOURCE: Estimates provided by demographic databases (BUCEN, PRB, UN Pop. Div.); household surveys and censuses.	1994	NA	NA
INDICATOR DESCRIPTION: The number of deaths among children under age 5 in a given year per 1,000 live births. To be measured every 5 years.	1995	181	181
<p>COMMENTS: The RCG and international agencies consistently use 181 deaths per 1,000 live births as an estimate for this indicator (UNICEF, 1995). An accurate measure of mortality hasn't been conducted since the 1980 Census. Two newer estimate of this figure will be provided in mid-1997 from data collected in 1996 by: 1) UNDP/WB Poverty Survey and 2) the MP/NIS in a special publication on mortality (data from the Demographic Survey).</p> <p>The upcoming national data collection activities will provide the first real mortality measures for Cambodia in nearly two decades. These include two large-scale household surveys: 1) a 1997 Health Baseline Survey (ADB/WB/NIPH) and 2) a National Census to be conducted by the MP/NIS in 1998. Additional information will be provided by a small-scale qualitative survey planned for mid 1997 by MCH Program in four provinces.</p> <p>Due to the large number of births and deaths that must be identified and associated sampling error, mortality rates should not be measured more frequently than every 5 years. The annual increments of planned progress reported in this table were calculated based on a 3.5% avg. annual rate of reduction in under-five mortality.</p>	1996	175	---
	1997	170	
	1998	165	
	1999	158	
	2000	155	

STRATEGIC OBJECTIVE 4: Improved maternal and child health
APPROVED: 29/07/96 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME: SO level indicator.

INDICATOR: 3. Contraceptive prevalence rate (CPR)

UNIT OF MEASURE: Proportion	YEAR	PLANNED	ACTUAL
SOURCE: KAP surveys and other population-based surveys.	1994	NA	
INDICATOR DESCRIPTION: Proportion of women of reproductive age, currently married or <i>in union</i> who are using (or whose partner is using) a modern contraceptive method at a given point of time. To be measured every 5 years.	1995	6.9%	6.9%
<p>COMMENTS: The national baseline figure of 6.9% for modern methods came from the 1995 National KAP Survey on Fertility and Contraception (MOH et al.). In 1996 CARE found a rate of 11% for 3 provinces of Jivit Thmey project.</p> <p>Further updates will come in 1997 and 1998 from two small scale surveys: 1) CARE for midterm and final evaluation of Jivit Thmey and 2) MCH Program in mid 1997 for four provinces. The next national update of this indicator will be available after a Demographic and Health Survey (MOH, UNFPA, USAID), currently planned for 1999.</p> <p>Given trends in CPR in other countries with similar conditions and volume of contraceptives distributed, estimates could be made for targeted values. Generally an annual increase of 1-2% indicates significant progress. Considering a low baseline and a very high demand for family planning in Cambodia, an increase of 2% per year is aimed for.</p>	1996	9%	---
	1997	11%	
	1998	13%	
	1999	15%	
	2000	17%	

STRATEGIC OBJECTIVE 4: Improved maternal and child health.
APPROVED: 29/07/96 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME: 2. Improved service delivery in the public and private sector.

INDICATOR: 4. Births attended by trained health personnel.

UNIT OF MEASURE: Proportion of births attended	YEAR	PLANNED	ACTUAL
SOURCE: Population based surveys.	1994	NA	
	1995	38.8%	38.8%
INDICATOR DESCRIPTION: Proportion of births attended by trained health personnel (excluding Traditional Birth Attendants) in target areas. To be measured every 3 years.	1996	NA	
	1997	NA	
COMMENTS: Baseline information comes from the 1995 KAP Survey on Fertility and Contraception. The figure includes live births only. The 1996 KAP survey for CARE's Jivit Thmey project area found the baseline to be 30%.	1998	45%	
Further updates will be made available through a couple of small scale data gathering exercises: 1) the MCH Program's survey in four provinces planned for mid-1997, 2) the midterm and final KAP surveys in the Jivit Thmey project area, scheduled for 1997 and 1998 by CARE.	1999	NA	
	2000	50%	
First national updates will be available through two household surveys: 1) the ADB/WB/NIPH 1997 Health Baseline Survey and 2) a Demographic and Health Survey (to be sponsored by MOH, UNFPA, USAID), currently planned for 1999.			

STRATEGIC OBJECTIVE 4: Improved maternal and child health
APPROVED: 29/07/96 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME:

INDICATOR: 5. Proportion of children under age 5 who have experienced diarrhea in the previous two weeks who received oral rehydration therapy (ORT), recommended home fluid or pre-packaged oral rehydration salts (ORS).

UNIT OF MEASURE: Diarrhea cases correctly managed at the household level.	YEAR	PLANNED	ACTUAL
SOURCE: Population based surveys.	1994	NA	
INDICATOR DESCRIPTION: To be measured every 3-5 years.	1995	<10%	<10%
COMMENTS: There is no reliable baseline information on this indicator, but it is believed to be extremely low, estimated at less than 10%. Once a relatively reliable baseline has been established, planned targets will be revised.	1996	NA	
Further update on this indicator will be made available through a small scale survey planned for mid 1997 by the MCH Program in four provinces. The first national update will come in mid 1997 from the Socio-Economic Survey, (ADB/UNICEF/CARERE/ILO), based on data collected in 1996.	1997	TBD	
Further national updates are expected from 2 upcoming household surveys: 1) ADB/WB/NIPH Health Baseline Survey in 1997 and 2) Household Demographic Survey (MOH, UNFPA, USAID), currently planned for 1999.	1998	30%	
Measurement of this indicator requires a household survey. Since change in behavior at the household level takes more time to achieve, a longer time frame is required before results can be measured (3 to 5 years).	1999	40%	
	2000	60%	

STRATEGIC OBJECTIVE 4: Improved maternal and child health.

APPROVED: 29/07/96 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME: 1. Leadership for quality maternal and child health assumed by the public sector.

INDICATOR: 6. Key policies in place for reproductive health, child survival and sustainability. Five stages to be reported: analysis, pilot, draft, approval and implementation.

UNIT OF MEASURE: Policy document. Five stages to be reported: analysis, pilot, draft, approval and implementation.	YEAR	PLAN NED	ACTUAL	
SOURCE: MOH documents and reports from Implementing Partners.	1994	NA		
INDICATOR DESCRIPTION: Examples of such policies include: Safe Motherhood, Voluntary Surgical Contraception, STI/HIV, CDD/ARI, Micronutrients, Private Providers, Cost Recovery. To be measured annually.	1995	1	1BS	
<p>COMMENTS: Baseline of 1 in 1995 reflects development and full implementation for the Birth Spacing policy. Example policies listed above are deemed priorities for the MCH sector in particular. Implementing partners contribute toward this target through participation in many processes and activities relevant to subject policy. To facilitate reporting on the progress, five phases have been identified below. Each phase is assigned a score of 20%, for the total of 100% (or 1) at the point of implementation.</p> <p>a) Analysis; Participation in national level technical discussions of issues associated with subject policy held with key partners and MOH. Also, baseline data, research and subsequent analysis, study tours, specialized training and research/analysis of issues related to policy apply here.</p> <p>b) Pilot; Pilot program using draft policy or a document leading to a policy is being implemented in one of the target areas or pilot projects intended to contribute to national policy development.</p> <p>c) Draft; A draft document of the policy has been written and is being reviewed by key partners with MOH participation.</p> <p>d) Approval; The final policy document is officially signed off by the MOH.</p> <p>1) Implementation; Policy is being used in the implementation of national programs.</p>	1996	1	1BS	STI - 20% SM - 20% VSC- 20% Micr.-40% HIV - 80%
	1997	2		
	1998	3		
	1999	4		
	2000	5		

¹ See note on following page for elaboration on the status of each policy.

Elaboration of the status of MCH policies (accompanying Indicator 6):

Actual	Score	Elaboration
BS	1	Birth Spacing policy developed, approved and implemented nationwide.
STI	20%	Sexually Transmitted Infections - STI prevalence, drug resistance and behavior study conducted and results disseminated. Treatment guidelines have been formulated.
SM	20%	Safe Motherhood - Situation Analysis is underway with results dissemination and national policy workshop planned for May 1997.
VSC	20%	Voluntary Surgical Contraception - VSC guidelines are under development, training and OR renovation are underway.
Micr.	40%	Micronutrients - pilot assessing the feasibility of introducing Vitamin A supplementation to routine EPI activities in health centers is underway in two provinces.
HIV	80%	HIV - National policy for HIV testing and counseling has been formulated and approved by the Council of Ministers.

STRATEGIC OBJECTIVE 4: Improved maternal and child health
APPROVED: 29/07/97 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME: 2. Improved human resource capacity in the MCH sector (public and private sector).

INDICATOR: 7. Proportion of health care providers in target areas correctly managing diarrhea cases in children under five: assessment, treatment and counseling.

UNIT OF MEASURE: Proportion of technically competent providers.	YEAR	PLANNED	ACTUAL
SOURCE: Reports from implementing partners on their observation-based assessments of the provider performance in target areas.	1994	NA	
INDICATOR DESCRIPTION: The health providers are defined here as doctors, nurses, midwives and pharmacists. The health providers assessed should be a systematic sample for all the health providers (trained and untrained in CDD management). To be measured annually.	1995	<10%	<10%
COMMENTS: Baseline is believed to be low, under 10%, with initial assessment still to be undertaken (no reliable data is currently available). Targets will be revised, as soon as the new data is available, in the 2nd quarter of 1997.	1996	NA	
Semi-annual updates of this indicator will be furnished by the implementing partners (USAID-funded PVOs and COs), following the providers' performance assessments in respective project areas. The specific data gathering exercises in 1997 will be conducted by: 1) MCH Program in four target provinces, 2) CARE in 3 target provinces of Jivit Thmey, and 4) MSF in Stung Treng province.	1997	TBD	
	1998	TBD	
	1999	TBD	
	2000	80%	

STRATEGIC OBJECTIVE 4: Improved maternal and child health.
APPROVED: 29/07/96 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME: 2. Improved human resource capacity in the MCH sector (public and private sector).

INDICATOR: 8. Proportion of health care providers in target areas correctly managing STI cases: assessment, treatment and counseling (concerning condom use, STI prevention and partner referral).

UNIT OF MEASURE: Proportion of technically competent health providers.	YEAR	PLANNED	ACTUAL
SOURCE: Reports from implementing partners on their observation-based assessments of the provider performance in target areas.	1994	NA	
INDICATOR DESCRIPTION: The health providers are defined here as doctors, nurses, midwives or pharmacists. The health providers assessed should be a systematic sample of all the health providers (trained and untrained in STI case management). To be measured annually.	1995	0	0
COMMENTS: Baseline is believed to be at 0%, due to a recent change in treatment protocols for STIs. Change in this indicator depends on the initiation of project activities and availability for the STI case management algorithms, which should be available in the 3rd quarter of 1997. It is expected that syndromic management in pharmacies will be in place by end of 1997.	1996	0	0
First updates on this indicator will come from providers' performance assessments to be conducted by implementing partners in their project areas in 1997: 1) the MCH program in four target provinces, 2) Reproductive Health Association of Cambodia (RHAC) in its clinics and 3) MSF in Stung Treng and other selected provinces.	1997	25%	
Data collection is proposed through several methods including random samples of health providers in a set of 5-10 urban areas.	1998	40%	
	1999	50%	
	2000	60%	

STRATEGIC OBJECTIVE 4: Improved maternal and child health
APPROVED: 29/07 /96 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME: 3. Improved MCH commodity accessibility and rational management.

INDICATOR: 9. Couple years of protection - an estimate of the protection against pregnancy provided by a modern contraceptive method during a period of one year.

UNIT OF MEASURE: Couple-years of protection. Measure of duration of contraceptive protection according to types of methods distributed.	YEAR	PLANNED	ACTUAL
SOURCE: Service statistics or logistics management information system.	1994	NA	
INDICATOR DESCRIPTION: The CYPs are calculated by multiplying the quantity of each method distributed by a conversion factor, which yields an estimate of the duration of contraceptive protection per unit of that method. These individual CYPs are then aggregated based on the volume of all contraceptives distributed to clients that year. To be measured annually.	1995	NA	
COMMENTS: Baseline and target figures were calculated using UNFPA 1995 nationwide projections for contraceptive commodities consumption. These figures will be revised after the MIS is established and fully functioning, in December 1997.	1996	93,880	21,012
Actual 1996 data includes only those commodities which were distributed through USAID implementing partners, and it does not include nationwide public sector distribution. National tracking systems, now being put in place by the USAID funded logistics advisor, will provide nationwide data by December 1997.	1997	124,760	
Aggregated data from the MIS system will be supplemented and confirmed by information from implementing partners in their project target areas.	1998	160,645	
	1999	201,780	
	2000	246,860	

STRATEGIC OBJECTIVE 4: Improved maternal and child health
APPROVED: 29/07/96 COUNTRY/ORGANIZATION: Cambodia

RESULT NAME: 3. Improved MCH commodity accessibility and rational management.

INDICATOR: 10. Sustained sales of *Number One* condoms.

UNIT OF MEASURE: Number of <i>Number One</i> condoms sold.	YEAR	PLANNED	ACTUAL
SOURCE: Population Services International program sales figures.	1994	0	
INDICATOR DESCRIPTION: A baseline and targets are calculated from actual and projected sales figures.	1995	5 million	5 million
COMMENTS: The program was launched in December 1994, thus the baseline for 1994 is zero. Nationwide total condom sales in 1994 were estimated for 2-3 million/year.	1996	8 million	9.5 million
Between December 1994 and September 1995, 2.7 million <i>Number One</i> condoms were sold. In the year of 1995 alone, the total sales figure reached 5 million. In 1996, 9.5 million <i>Number Ones</i> were sold, with 30 percent of sales made directly to the commercial sex industry.	1997	10.2 million	
An estimated 10.2 million of <i>Number One</i> condoms are to be sold in 1997.	1998	13.2 million	
	1999	13.5 million	
	2000	14 million	

SPECIAL OBJECTIVE 1: Enhanced assistance for war and mine victims			
Indicator: Targeted vulnerable groups with needs met.			
Unit of Measure: Numbers of vulnerable population reached	Year (CY)	Planned	Actual
Source: Grantee and RGC reports	1996	38,976	41,050
Comments: CY 1996 and 1997 include total vulnerable populations served under our initial vulnerable groups programs. This includes not only the SpO target audience but also vulnerable groups earlier targetted under a wide variety of rural development initiatives which are now replaced by our new SO 2. We have not negotiated new grants in prosthetics programs, and therefore cannot yet set FY 1999 and beyond targets. We however expect the planned targets will be roughly the same as the 1998 target.	1997	40,646	
	1998	3,097	
	1999	TBD	
	2000	TBD	
	2001	TBD	
	Total		

SPECIAL OBJECTIVE 1: Enhanced assistance for war and mine victims			
Intermediate Result 1: Increased access to quality rehabilitation treatment and job training			
Indicator 1: Quality Prostheses and Orthoses fitted			
Unit of Measure: Number of devices fitted	Year (FY)	Planned	Actual
Source: Grantee Reports	1994/5 (B)		
Indicator Description: Denotes the number of prostheses (artificial limbs) and orthoses (braces), both new and replacements, manufactured and properly fitted, with appropriate follow-up, to patients. Comments: These figures reflect those devices fitted from the beginning of the grants in January 1996 through the end of FY 1996; partial numbers are available for the 1st quarter of FY 1997. Services rendered by these grantees also include physical therapy and consultations, but are not reflected here.	1996	1,617	1,544
	1997	2,531	431 ¹
	1998	2,500	
	1999	2,500	
	2000	2,500	
	2001	TBD	

¹ First quarter only

SPECIAL OBJECTIVE 1: Enhanced assistance for war and mine victims			
Intermediate Result 1: Increased access to quality rehabilitation treatment and job training			
Indicator 2: Mental Health Treatment for Traumatized Population Provided			
Unit of Measure: Number of patients receiving treatment	Year (CY)	Planned	Actual
Source: Grantee reports	1995 (B)		
Indicator Description: Denotes the number of traumatized patients provided with mental health consultations or treatments Comments: This number does <u>not</u> include patients treated by medical personnel who receive training from the Grantee and who then return to their provinces with new/improved skills.	1996	1,917	1,915
	1997	2,552	
	1998	2,552	
	1999	2,552	
	2000	TBD	
	2001	TBD	

Cambodia	Date/Month SO approved:		
SPECIAL OBJECTIVE 1: Enhanced assistance for war and mine victims			
Intermediate Result 1: Increased access to quality rehabilitation treatment and job training			
Indicator 3: Non-formal education made available for orphans and disabled			
Unit of Measure: Number of orphans and disabled enrolled in courses	Year (CY)	Planned	Actual
Source: Grantee reports	1995 (B)	200	235
Indicator Description: Denotes the number of persons who have been orphaned (either through death of parents or abandonment) accepted to under the full range of courses needed to enable them to find work or establish a business. Comments:	1996	342	528
	1997	563	
	1998	600	
	1999	700	
	2000	800	
	2001	TBD	

SPECIAL OBJECTIVE 1: Enhanced assistance for war and mine victims			
Intermediate Result 2: Functional coordinating and training Mechanisms in place among government, NGO, and disabled persons' organizations to meet humanitarian needs			
Indicator: Coordinating Mechanisms in Place			
Unit of Measure: Number of coordinating mechanism in place	Year (CY)	Planned	Actual
Source: Grantee reports	1995 (B)	0	0
Indicator Description: Denotes existing networks, task forces, sub-committees, and other groups facilitating the provision of assistance on a timely basis. Comments: Several NGOs who helped create and now participate in these mechanisms have USAID grants that end either in FY 97 or early FY 98, thus projections beyond 1998 are not yet made. These will be added in the next R-4.	1996	5	10
	1997	10	10
	1998	10	
	1999	TBD	
	2000	TBD	
	2001	TBD	

SPECIAL OBJECTIVE 1: Enhanced assistance for war and mine victims			
Intermediate Result 2: Functional coordinating and training mechanisms in place among government, NGO, and disabled persons' organizations to meet humanitarian needs			
Indicator: Availability of practitioners with improved skills in assessment of needs and training			
Unit of Measure: Number of practitioners proficient in recognizing and treating trauma cases.	Year (CY)	Planned	Actual
Source: Grantee reports	1995 (B)	0	0
Indicator Description: Denotes number of social and health workers who are proficient in recognizing and providing treatment of trauma cases as a result of training. Comments: Includes 2 grants, one of which ends in December 1997.	1996	50	119
	1997	75	
	1998	50	
	1999	TBD	
	2000	TBD	
	Total		

USAID FY 1999 Budget Request by Program/Country
(\$000)

27-Mar-97
01:06 PM

Country/Program: Cambodia

S.O. #	Title	Approp Acct	Bilateral/Field Spt	Est. SO Pipeline at end of FY 98	FY 1999 Request								Est Expend. FY 99	Est Total cost life of SO	Mortgage at end of 1999	
					FY 1999 Total Request	Basic Education for Chidrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ				D/G
SO 1: Strengthened Democratic Processes and Respect for Human Rights																
	ESF	Bilateral	16,504	10,000	0	0	0	0	0	0	0	0	10,000	8,136	50,000	(8,140)
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		16,504	10,000	0	0	0	0	0	0	0	0	10,000	8,136	50,000	(8,140)
SO 2: Increased farm Production and Incomes in Northwest Provinces																
	ESF	Bilateral	17,640	8,000	0	8,000	0	0	0	0	0	0	0	12,639	121,500	30,738
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		17,640	8,000	0	8,000	0	0	0	0	0	0	12,639	121,500	30,738	
SO 3: Improved Quality of Primary Education																
	ESF	Bilateral	7,986	8,000	8,000	0	0	0	0	0	0	0	0	6,000	30,000	(3,000)
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		7,986	8,000	8,000	0	0	0	0	0	0	0	6,000	30,000	(3,000)	
SO 4: Improved Maternal and Child Health																
	ESF	Bilateral	11,765	7,000	0	0	1,500	2,500	0	3,000	0	0	0	5,031	35,000	6,000
		Field Spt	278	0	0	0	0	0	0	0	0	0	278	0	0	0
	Total		12,043	7,000	0	0	1,500	2,500	0	3,000	0	0	5,309	35,000	6,000	
SpO 1 War and Mine Victims Assisted																
	ESF	Bilateral	8,411	2,000	0	2,000	0	0	0	0	0	0	0	4,500	63,500	4,600
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		8,411	2,000	0	2,000	0	0	0	0	0	0	4,500	63,500	4,600	
SpO 2 Reduced Transmission of STI/HIV Among High-Risk Populations																
	DA	Bilateral	750	1,500	0	0	0	0	1,500	0	0	0	0	1,500	10,000	7,000
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		750	1,500	0	0	0	0	1,500	0	0	0	1,500	10,000	7,000	
SpO 3 Environment																
	ESF	Bilateral	1,500	2,000	0	0	0	0	0	0	0	2,000	0	1,000	10,000	6,000
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		1,500	2,000	0	0	0	0	0	0	0	2,000	0	1,000	10,000	6,000
SpO 4 (Type in approved full title of SPO here)																
	ESF	Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral				38,500	8,000	10,000	1,500	2,500	1,500	3,000	2,000	10,000				
Total Field Support				0	0	0	0	0	0	0	0	0				
TOTAL PROGRAM				64,834	38,500	8,000	1,500	2,500	1,500	3,000	2,000	10,000	39,084	320,000	43,198	

FY 99 Budget Request by Appropriation - (\$000's)	
Development Assistance	1,500
Development Fund for Africa	0
Economic Support Funds	37,000
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	0
Enhanced Credit Program	0
Disaster Assistance	0

**USAID FY 1999 Budget Request by Program/Country
(\$000)**

27-Mar-97
01:06 PM

Country/Program: Cambodia

S.O. #, Title	Approp Acct	Bilateral/Field Spt	Est. SO Pipeline at end of FY 98	FY 1999 Request									Est Expend. FY 99	Est Total cost life of SO	Mortgage at end of 1999	
				FY 1999 Total Request	Basic Education for Childrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ	D/G				
SO 1: Strengthened Democratic Processes and Respect for Human Rights																
ESF	Bilateral		16,504	10,000	0	0	0	0	0	0	0	0	10,000	8,136	50,000	(8,140)
	Field Spt			0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		16,504	10,000	0	0	0	0	0	0	0	0	10,000	8,136	50,000	(8,140)
SO 2: Increased farm Production and Incomes in Northwest Provinces																
ESF	Bilateral		17,640	8,000	0	8,000	0	0	0	0	0	0	0	12,639	121,500	30,738
	Field Spt			0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		17,640	8,000	0	8,000	0	0	0	0	0	0	12,639	121,500	30,738	
SO 3: Improved Quality of Primary Education																
ESF	Bilateral		7,986	8,000	8,000	0	0	0	0	0	0	0	0	6,000	30,000	(3,000)
	Field Spt			0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		7,986	8,000	8,000	0	0	0	0	0	0	0	6,000	30,000	(3,000)	
SO 4: Improved Maternal and Child Health																
ESF	Bilateral		11,765	7,000	0	0	1,500	2,500	0	3,000	0	0	0	5,031	35,000	6,000
	Field Spt		278	0	0	0	0	0	0	0	0	0	278	0	0	0
	Total		12,043	7,000	0	0	1,500	2,500	0	3,000	0	0	5,309	35,000	6,000	
SpO 1 War and Mine Victims Assisted																
ESF	Bilateral		8,411	2,000	0	2,000	0	0	0	0	0	0	0	4,500	63,500	4,600
	Field Spt			0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		8,411	2,000	0	2,000	0	0	0	0	0	0	4,500	63,500	4,600	
SpO 2 Reduced Transmission of STI/HIV Among High-Risk Populations																
DA	Bilateral		750	1,500	0	0	0	0	1,500	0	0	0	0	1,500	10,000	7,000
	Field Spt			0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		750	1,500	0	0	0	0	1,500	0	0	0	1,500	10,000	7,000	
SpO 3 Environment																
ESF	Bilateral		1,500	2,000	0	0	0	0	0	0	0	2,000	0	1,000	10,000	6,000
	Field Spt			0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		1,500	2,000	0	0	0	0	0	0	0	2,000	0	1,000	10,000	6,000
SpO 4 (Type in approved full title of SPO here)																
ESF	Bilateral			0	0	0	0	0	0	0	0	0	0	0	0	0
	Field Spt			0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral				38,500	8,000	10,000	1,500	2,500	1,500	3,000	2,000	10,000				
Total Field Support				0	0	0	0	0	0	0	0	0				
TOTAL PROGRAM			64,834	38,500	8,000	10,000	1,500	2,500	1,500	3,000	2,000	10,000	39,084	320,000	43,198	

FY 99 Budget Request by Appropriation - (\$000's)	
Development Assistance	1,500
Development Fund for Africa	0
Economic Support Funds	37,000
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	0
Enhanced Credit Program	0
Disaster Assistance	0

USAID FY 1999 Budget Request by Program/Country
(\$000)

27-Mar-97
01:06 PM

Country/Program: Cambodia

S.O. #	Title		Est. SO Pipeline at end of FY 98	FY 1999 Request									Est Expend. FY 99	Est Total cost life of SO	Mortgage at end of 1999
	Approp Acct	Bilateral/Field Spt		FY 1999 Total Request	Basic Education for Childrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ	D/G			
SO 1: Strengthened Democratic Processes and Respect for Human Rights															
ESF	Bilateral	16,504	10,000	0	0	0	0	0	0	0	0	10,000	8,136	50,000	(8,140)
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	16,504	10,000	0	0	0	0	0	0	0	0	10,000	8,136	50,000	(8,140)
SO 2: Increased farm Production and Incomes in Northwest Provinces															
ESF	Bilateral	17,640	8,000	0	8,000	0	0	0	0	0	0	0	12,639	121,500	30,738
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	17,640	8,000	0	8,000	0	0	0	0	0	0	0	12,639	121,500	30,738
SO 3: Improved Quality of Primary Education															
ESF	Bilateral	7,986	8,000	8,000	0	0	0	0	0	0	0	0	6,000	30,000	(3,000)
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	7,986	8,000	8,000	0	0	0	0	0	0	0	0	6,000	30,000	(3,000)
SO 4: Improved Maternal and Child Health															
ESF	Bilateral	11,765	7,000	0	0	1,500	2,500	0	3,000	0	0	0	5,031	35,000	6,000
	Field Spt	278	0	0	0	0	0	0	0	0	0	0	278	0	0
	Total	12,043	7,000	0	0	1,500	2,500	0	3,000	0	0	0	5,309	35,000	6,000
SpO 1 War and Mine Victims Assisted															
ESF	Bilateral	8,411	2,000	0	2,000	0	0	0	0	0	0	0	4,500	63,500	4,600
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	8,411	2,000	0	2,000	0	0	0	0	0	0	0	4,500	63,500	4,600
SpO 2 Reduced Transmission of STI/HIV Among High-Risk Populations															
DA	Bilateral	750	1,500	0	0	0	0	1,500	0	0	0	0	1,500	10,000	7,000
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	750	1,500	0	0	0	0	1,500	0	0	0	0	1,500	10,000	7,000
SpO 3 Environment															
ESF	Bilateral	1,500	2,000	0	0	0	0	0	0	2,000	0	0	1,000	10,000	6,000
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	1,500	2,000	0	0	0	0	0	0	2,000	0	0	1,000	10,000	6,000
SpO 4 (Type in approved full title of SPO here)															
ESF	Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral			38,500	8,000	10,000	1,500	2,500	1,500	3,000	2,000	10,000				
Total Field Support			0	0	0	0	0	0	0	0	0				
TOTAL PROGRAM			64,834	38,500	8,000	10,000	1,500	2,500	1,500	3,000	2,000	10,000	39,084	320,000	43,198

FY 99 Budget Request by Appropriation - (\$000's)	
Development Assistance	1,500
Development Fund for Africa	0
Economic Support Funds	37,000
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	0
Enhanced Credit Program	0
Disaster Assistance	0

GLOBAL FIELD SUPPORT									
Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1997		FY 1998		FY 1999	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O. 1: Democracy	AEP (5468-1-00-6003)	High	1 year increments	2,240,000	----	1,740,000	----	----	----
S.O. 2: Rural Economic Growth	BASIS (?)	Medium-High	1 year increments	250,000	----	250,000	----	250,000	----
S.O. 2: Rural Economic Growth	ABEL (936-5832)	Medium-High	1 year increments	----	----	1,000,000	----	1,000,000	----
S.O.3: Assistance to Primary Education	ABEL (936-5832)	High	1 year (1997)	500,000	----	500,000	----	500,000	----
S.O.3: Assistance to Primary Education	Girls & Women's Education (936-5848)	High	1 year (1997)	250,000	----	300,000	----	300,000	----
S.O. 4: Maternal and Child Health	SEATS (936-3048)	High	1 year (1997)	1,500,000	----	1,000,000	----	1,000,000	----
S.O. 4: Maternal and Child Health	AVSC (936-3068)	High	1 year (1997)	500,000	----	500,000	----	500,000	----
S.O. 4: Maternal and Child Health	John's Hopkins Fellow (936-6004.08)	High	1 year (1997)	250,000	----	250,000	----	250,000	----
S.O. 4: Maternal and Child Health	BASICS (936-6004)	High	1 year (1997)	1,000,000	----	300,000	----	----	----
GRAND TOTAL.....				6,490,000	----	5,840,000	----	3,800,000	----

*For Priorities use high, medium-high, medium, medium-low, low

OVERSEAS MISSION BUDGET REQUEST

OE-23442.wk4

Org. Title: USAID/Cambodia
Org. No: 23442
OC

FY 97			FY 98			Requested FY 99		
Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

OVERSEAS MISSION BUDGET REQUEST

21.0	Travel and transportation of persons	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
21.0	Training Travel	0.0		0.0		0.0				
21.0	Mandatory/Statutory Travel	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
21.0	Post Assignment Travel - to field	22.5	22.5	4.5	4.5	4.5	4.5			
21.0	Assignment to Washington Travel	4.5	4.5	2.5	2.5	2.5	2.5			
21.0	Home Leave Travel	14.7	14.7	12.4	12.4	20.0	20.0			
21.0	R & R Travel	8.0	8.0	23.7	23.7	31.9	31.9			
21.0	Education Travel	5.0	5.0	0.0	0.0	0.0	0.0			
21.0	Evacuation Travel	5.0	5.0	5.0	5.0	5.0	5.0			
21.0	Retirement Travel	0.0	0.0	2.0	2.0		0.0			
21.0	Pre-Employment Invitational Travel	0.0	0.0	0.0	0.0		0.0			
21.0	Other Mandatory/Statutory Travel		0.0		0.0		0.0			
21.0	Operational Travel	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
21.0	Site Visits - Headquarters Personnel	32.0	32.0	24.0	24.0	24.0	24.0			
21.0	Site Visits - Mission Personnel	89.3	89.3	98.2	98.2	98.3	98.3			
21.0	Conferences/Seminars/Meetings/Retreats	14.5	14.5	15.0	15.0	15.0	15.0			
21.0	Assessment Travel		0.0		0.0		0.0			
21.0	Impact Evaluation Travel		0.0		0.0		0.0			
21.0	Disaster Travel (to respond to specific disasters)		0.0		0.0		0.0			
21.0	Recruitment Travel		0.0		0.0		0.0			
21.0	Other Operational Travel	15.0	15.0	5.0	5.0	5.0	5.0			
	Subtotal OC 21.0	210.5	0.0	210.5	192.3	0.0	192.3	206.2	0.0	206.2
22.0	Transportation of things	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
22.0	Post assignment freight	96.5	96.5	21.4	21.4	26.0	26.0			
22.0	Home Leave Freight	4.2	4.2	6.4	6.4	10.0	10.0			
22.0	Retirement Freight	0.0	0.0	10.0	10.0		0.0			
22.0	Transportation/Freight for Office Furniture/Equip.	0.0	0.0	14.9	14.9	14.9	14.9			
22.0	Transportation/Freight for Res. Furniture/Equip.	0.0	0.0	10.0	10.0	10.0	10.0			
	Subtotal OC 22.0	100.7	0.0	100.7	62.7	0.0	62.7	60.9	0.0	60.9
23.2	Rental payments to others	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
23.2	Rental Payments to Others - Office Space	64.8	64.8	88.8	88.8	88.8	88.8			
23.2	Rental Payments to Others - Warehouse Space	24.0	24.0	24.0	24.0	24.0	24.0			
23.2	Rental Payments to Others - Residences	361.3	361.3	354.0	354.0	354.0	354.0			
	Subtotal OC 23.2	450.1	0.0	450.1	466.8	0.0	466.8	466.8	0.0	466.8
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
23.3	Office Utilities	159.4	159.4	125.0	125.0	125.0	125.0			
23.3	Residential Utilities	114.0	114.0	142.1	142.1	142.1	142.1			
23.3	Telephone Costs	63.0	63.0	65.0	65.0	65.0	65.0			
23.3	ADP Software Leases	0.0	0.0	0.0	0.0		0.0			
23.3	ADP Hardware Lease	0.0	0.0	0.0	0.0		0.0			
23.3	Commercial Time Sharing	0.0	0.0	0.0	0.0		0.0			
23.3	Postal Fees (Other than APO Mail)	1.1	1.1	1.5	1.5	1.5	1.5			
23.3	Other Mail Service Costs	0.0	0.0	0.0	0.0	0.0	0.0			
23.3	Courier Services	5.5	5.5	6.0	6.0	6.0	6.0			
	Subtotal OC 23.3	343.0	0.0	343.0	339.6	0.0	339.6	339.6	0.0	339.6

OVERSEAS MISSION BUDGET REQUEST

24.0	Printing and Reproduction			0.0			0.0			0.0
	Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0
25.1	Management & Professional Support Services	10.0		10.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0
	Subtotal OC 25.1	10.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	22.3		22.3	45.0		45.0	50.0		50.0
25.2	Residential Security Guard Services	64.8		64.8	93.4		93.4	107.2		107.2
25.2	Official Residential Expenses	0.0		0.0	0.0		0.0			0.0
25.2	Representation Allowances	1.7		1.7	1.7		1.7	1.7		1.7
25.2	Non-Federal Audits			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees	2.2		2.2	2.2		2.2	2.5		2.5
25.2	Vehicle Rental	0.0		0.0	0.0		0.0			0.0
25.2	Manpower Contracts	108.4		108.4	172.4		172.4	175.0		175.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0
25.2	Other Miscellaneous Services			0.0			0.0			0.0
25.2	Staff training contracts	15.0		15.0	100.0		100.0	100.0		100.0
25.2	ADP related contracts	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 25.2	214.4	0.0	214.4	414.7	0.0	414.7	436.4	0.0	436.4
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0.0	188.0		188.0	190.0		190.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0
	Subtotal OC 25.3	0.0	0.0	0.0	188.0	0.0	188.0	190.0	0.0	190.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	40.0		40.0	20.0		20.0	30.0		30.0
25.4	Residential Building Maintenance	40.0		40.0	20.0		20.0	30.0		30.0
	Subtotal OC 25.4	80.0	0.0	80.0	40.0	0.0	40.0	60.0	0.0	60.0
25.6	Medical Care			0.0			0.0			0.0
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0.0			0.0			0.0
25.7	Storage Services	0.0		0.0	0.0		0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	28.0		28.0	15.0		15.0	15.0		15.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance	96.0		96.0	20.0		20.0	20.0		20.0
	Subtotal OC 25.7	124.0	0.0	124.0	35.0	0.0	35.0	35.0	0.0	35.0

OVERSEAS MISSION BUDGET REQUEST

25.8	Subsistence and support of persons (by contract or Gov't.)		0.0		0.0		0.0		0.0	
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
26.0	Supplies and materials	147.4		147.4	136.6		136.6	123.3	123.3	
	Subtotal OC 26.0	147.4	0.0	147.4	136.6	0.0	136.6	123.3	123.3	
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	113.6		113.6	78.9		78.9	104.9	104.9	
31.0	Purchase of Office Furniture/Equip.	106.1		106.1	94.5		94.5	99.5	99.5	
31.0	Purchase of Vehicles	25.0		25.0	55.0		55.0	55.0	55.0	
31.0	Purchase of Printing/Graphics Equipment	0.0		0.0	0.0		0.0	0.0	0.0	
31.0	ADP Hardware purchases	182.5		182.5	104.0		104.0	100.0	100.0	
31.0	ADP Software purchases	40.0		40.0	82.0		82.0	75.0	75.0	
	Subtotal OC 31.0	467.2	0.0	467.2	414.4	0.0	414.4	434.4	434.4	
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& construction of bldgs.)	0.0		0.0	0.0		0.0		0.0	
32.0	Purchase of fixed equipment for buildings	0.0		0.0	0.0		0.0		0.0	
32.0	Building Renovations/Alterations - Office	35.0		35.0	30.0		30.0	20.0	20.0	
32.0	Building Renovations/Alterations - Residential	58.8		58.8	20.0		20.0	10.0	10.0	
	Subtotal OC 32.0	93.8	0.0	93.8	50.0	0.0	50.0	30.0	30.0	
42.0	Claims and indemnities			0.0			0.0		0.0	
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	TOTAL BUDGET	3,410.0	0.0	3,410.0	3,257.0	0.0	3,257.0	3,257.0	3,257.0	

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SUBJECT: CAMBODIA R4 REVIEW AGREEMENTS- JUNE 7, 1996

I. PURPOSE OF THE R4 REVIEW

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THE PRIMARY PURPOSE OF THE SERIES OF MEETINGS HELD DURING
R4 REVIEW WEEK WAS TO BRING TOGETHER REPRESENTATIVES FROM
VARIOUS AGENCY OFFICES IN ORDER TO BETTER UNDERSTAND THE
MISSION'S STRATEGIC THINKING IN EACH SECTOR, DISCUSS AND
COME TO A CONSENSUS AROUND USAID/W ISSUES ON THE GENERAL

DIRECTION OF THE STRATEGY, IDENTIFY PRIORITIES AND PROVIDE SPECIFIC RECOMMENDATIONS ON BOTH SUBSTANCE [E.G. PROGRAMMATIC PARAMETERS] AND NEXT STEPS. REVIEW WEEK UNDERSCORED THE IMPORTANCE OF ARTICULATING PRIORITIES FOR THE PROGRAM IN CAMBODIA GIVEN BOTH STAFFING AND FUNDING CONSTRAINTS. THIS CABLE WILL SUMMARIZE OUR IMPRESSION OF PAST PERFORMANCE AS WELL AS KEY AGREEMENTS REACHED AROUND PARAMETERS FOR THE FUTURE STRATEGY. PER THE AGENCY'S ADS GUIDANCE ON STRATEGIC PLANNING, THIS CABLE CONSTITUTES THE PARAMETERS WHICH MUST BE PROVIDED TO THE MISSION FOR THE DEVELOPMENT OF A STRATEGIC PLAN.

II. OVERALL CONCEPTUAL FRAMEWORK

DURING THE R4 PROCESS, PARTICIPANTS DEFINED AN OVERALL CONCEPTUAL FRAMEWORK WHICH GUIDED THE DEVELOPMENT OF PRIORITIES IN EACH SUBSEQUENT SECTOR SESSION. THIS REQUIRED A CLARIFICATION OF KEY US INTERESTS AND THE ESTABLISHMENT OF CRITERIA TO GUIDE EACH OF THE SECTOR SESSIONS. THE FOLLOWING OUTLINES THIS OVERALL CONCEPTUAL FRAMEWORK:

A. KEY US INTERESTS:

1. FIRST PRIORITY: SHORT TERM INTERESTS [1996 THROUGH 1998]

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- CONTRIBUTE TO STABILITY AND IMPROVED GOVERNMENTAL ACCOUNTABILITY

- PROMOTE FREE AND FAIR ELECTIONS

2. SECOND PRIORITY: LONGER TERM INTERESTS [POST 1998]

- LAY THE BASIS FOR A LONGER TERM DEVELOPMENT STRATEGY [I.E. LONG TERM STABILITY WITH GROWTH]

- PROMOTE DEMOCRATIC CONSOLIDATION THROUGH THE STRENGTHENING OF BASIC POLITICAL INSTITUTIONS

THERE ARE SYNERGIES ACROSS THESE US FOREIGN POLICY INTERESTS; THE STRATEGY IS INTENDED TO MAXIMIZE THOSE SYNERGIES WHERE POSSIBLE.

B. CRITERIA USED FOR DECISION MAKING

1. WHAT DOES THE STRATEGIC APPROACH OR SECTOR DO FOR ADVANCING USG INTERESTS AS OUTLINED ABOVE?

2. DOES THE STRATEGIC APPROACH CONTRIBUTE TO VISIBILITY, PARTICULARLY PRIOR TO 1998 [VISIBILITY IS DEFINED AS SOWING THE BENEFITS OF STABILITY AND A DEMOCRATICALLY ELECTED GOVERNMENT]?

C. RESULTANT PRIORITIES ACROSS SOS:

1. FIRST PRIORITY-- DEMOCRACY AND GOVERNANCE: D/G WAS UNCLASSIFIED

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CHOSEN AS THE FIRST PRIORITY BECAUSE IT IS THE FUNDAMENTAL REASON THAT USAID IS INVOLVED IN THE COUNTRY AND RELATES MOST DIRECTLY TO USG INTERESTS AS OUTLINED. IN ADDITION,

THE ELECTIONS ARE A CRUCIAL INDICATOR OF FURTHER USG INVOLVEMENT IN THE COUNTRY, IN TERMS OF SCOPE AND MAGNITUDE. WHILE D/G IS THE HIGHEST PRIORITY, IT IS ACKNOWLEDGED THAT THERE IS LIMITED ABSORPTIVE CAPACITY IN TERMS OF FUNDING WITHIN CERTAIN D/G AREAS SUCH AS RULE OF LAW.

2. SECOND PRIORITY-- ECONOMIC GROWTH [EG] WITH A FOCUS ON SUSTAINABLE AGRICULTURAL PRODUCTION/RURAL DEVELOPMENT: EG WAS CHOSEN AS THE SECOND PRIORITY BECAUSE OF POTENTIAL STRONG LINKAGES WITH DG. IN ADDITION, IT IS BELIEVED THAT USAID MAY BE ABLE TO DERIVE SHORT TERM, VISIBLE, BENEFITS FROM A PROGRAM FOCUSED IN THIS AREA. HOWEVER, THIS PRIORITY WILL BE REASSESSED PENDING THE OUTCOME OF THE EG ASSESSMENT.

3. THIRD PRIORITY-- HEALTH AND FAMILY PLANNING: HEALTH AND FAMILY PLANNING WAS PRIMARILY VIEWED AS AN AREA WHICH WILL LAY THE GROUNDWORK FOR LONGER TERM DEVELOPMENT. HOWEVER, HEALTH AND FAMILY PLANNING OBJECTIVES ALSO HAVE SHORT TERM VISIBLE BENEFITS IN TERMS OF ADDRESSING KEY POPULATION, HEALTH, AND NUTRITION NEEDS WHICH WILL CONTRIBUTE TO A MORE STABLE DEMOCRATIC SOCIETY AND DEMONSTRATE MEASURABLE DEVELOPMENT RESULTS.

4. FOURTH PRIORITY-- PRIMARY EDUCATION: PRIMARY EDUCATION WAS ALSO VIEWED AS AN AREA WHICH WILL LAY THE UNCLASSIFIED

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GROUNDWORK FOR LONGER TERM DEVELOPMENT.

5. FIFTH PRIORITY-- HUMAN RESOURCES DEVELOPMENT: HRD WILL BE HANDLED AS A CROSS CUTTING ISSUE AND WILL BE NARROWLY FOCUSED ON THOSE AREAS WHICH CONTRIBUTE TO THE ACHIEVEMENT

OF THE OTHER SOS.

6. WITHIN THESE PRIORITIES, IT IS IMPORTANT TO IDENTIFY UNIFYING THEMES AND LINKAGES SO THAT OVERALL IMPACT IS MAXIMIZED.

III. FUTURE STRATEGIC DIRECTIONS AND CROSS CUTTING ISSUES

A. A PHASED APPROACH: THE MISSION AND THE BUREAU HAVE DEVELOPED A PHASED APPROACH IN THE STRATEGIC PLANNING PROCESS SO THAT IMMEDIATE SHORT TERM NEEDS CAN BE MET AND THE BASIS FOR LONGER TERM DEVELOPMENT OBJECTIVES CAN BE DEVELOPED. THE BUREAU'S INTENT IS TO STREAMLINE THE STRATEGIC PLANNING PROCESS TO THE MAXIMUM EXTENT POSSIBLE [RECOGNIZING THE UNIQUE ISSUES IN CAMBODIA], WHILE ULTIMATELY DERIVING SPECIFICITY AND CLARITY AROUND KEY OBJECTIVES AND PRIORITIES SO THAT THE PROGRAM IS

MANAGEABLE. EACH SECTOR GROUP HAS IDENTIFIED KEY ISSUES AS WELL AS PRIORITIES AND NEXT STEPS IN FURTHER DEVELOPING A STRATEGIC APPROACH FOR THE CAMBODIA PROGRAM. THE SUMMARY OF OUTCOMES FROM EACH SECTOR SESSION WILL DESCRIBE THE APPROACH [INCLUDING NEXT STEPS AND A TIME FRAME FOR COMING TO CLOSURE ON ISSUES], WHETHER RESULTS HAVE BEEN IDENTIFIED AND AGREED TO, AND WHERE KEY DECISION POINTS ARE ANTICIPATED.

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B. OBLIGATION OF FUNDING: THE EXISTING [APPROVED] STRATEGIC FRAMEWORK IS VALID THROUGH FY97. THIS STRATEGIC FRAMEWORK WILL BE USED FOR THE OBLIGATION OF FUNDING UNTIL A NEW STRATEGY [OR ITS COMPONENTS] ARE APPROVED. ANY FUNDING THAT DOES NOT SPECIFICALLY FALL UNDER AN SO FROM THE EXISTING FRAMEWORK MAY BE FUNDED THROUGH THE USE OF RD&S FUNDING [FORMERLY KNOWN AS PD&S FUNDING].

IV. DEMOCRACY AND GOVERNANCE

A. PERFORMANCE SUMMARY STATEMENT: THE MISSION HAS NOT YET MEASURED ITS PERFORMANCE IN THE DEMOCRACY SECTOR BY MEANS OF FORMAL INDICATORS. HOWEVER, THE MISSION'S INFORMAL PRESENTATION DEMONSTRATES THAT DURING THE PAST YEAR IT HAS CONTRIBUTED TO IMPORTANT RESULTS IN FOUR OF SO1 INTERMEDIATE RESULTS/PROGRAM OUTCOMES [ELECTIONS, LEGISLATURE, JUDICIAL AND LEGAL SECTOR, AND CIVIL SOCIETY]. THE MISSION HAS DROPPED ITS FIFTH INTERMEDIATE RESULT--DEMOCRATIC GOVERNANCE [MEANING EXECUTIVE-BRANCH MINISTRIES]. PROGRESS IN THE JUDICIAL AND LEGAL SECTOR HAS BEEN PARTICULARLY GOOD. OVERALL, DESPITE THE RECENT INCREASE OF POLITICAL REPRESSION IN CAMBODIA, THE

MISSION'S DEMOCRACY PROGRAM CONTINUES TO ADDRESS THE FUNDAMENTAL NEEDS OF THE COUNTRY'S NEW STATE AND CIVIL SOCIETY.

B. THE KEY GUIDE FOR D/G PROGRAMMING: THE FUNDAMENTAL POLITICAL PROBLEM IN CAMBODIA AT THIS TIME IS THE LACK OF GOVERNMENTAL ACCOUNTABILITY. THEREFORE D/G PROGRAMMING WILL FOCUS ON ADDRESSING THIS PROBLEM. IN ADDITION, THE

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D/G PROGRAM MUST BE CONSIDERED FROM THE PERSPECTIVES OF USAID'S COMPARATIVE ADVANTAGE AS WELL AS ITS POTENTIAL TO HAVE A SIGNIFICANT IMPACT. AS A RESULT, IT IS RECOMMENDED THAT THE MISSION FOCUS PRIMARILY ON ELECTIONS AND THE RULE OF LAW. CIVIL SOCIETY WILL BE ASSISTED WITHIN THESE TWO D/G AREAS AND THROUGHOUT THE REST OF USAID'S PROGRAM IN CAMBODIA.

C. PRIORITIES AND APPROACHES FOR ADDRESSING THESE PRIORITIES:

1. SHORT TERM PRIORITIES [THROUGH 1998]: THE MISSION WILL FOCUS ON ELECTIONS WITH AN EMPHASIS ON ASSISTING THE GOVERNMENT IN ESTABLISHING AN ELECTORAL SYSTEM [ELECTORAL LAWS, VOTER REGISTRATION, AND ADMINISTRATION]; ASSISTING POLITICAL PARTIES; AND ASSISTING NGOS TO CONDUCT VOTER EDUCATION AND ELECTIONS MONITORING. THE MISSION'S ELECTORAL ASSISTANCE NEEDS TO BE COMPREHENSIVE IN NATURE DUE TO THE UNDEVELOPED NATURE OF CAMBODIA'S POLITICAL INSTITUTIONS. THE MISSION WILL ASSIST IN BOTH THE LOCAL ELECTIONS AS WELL AS THE NATIONAL ELECTIONS. IN GENERAL, USAID/W AND STATE/W ENDORSE THE MISSION'S PROPOSED APPROACH TO ELECTORAL ASSISTANCE. HOWEVER, BECAUSE THE TIMING OF CERTAIN INTERVENTIONS WILL OVERLAP, USAID/W AND STATE/W REQUEST THAT THE MISSION WORK CLOSELY WITH WASHINGTON IN ORDER TO AVOID SEQUENCING THE ASSISTANCE TOO RIGIDLY.

- APPROACH AND RESPONSE: THE MISSION WILL INITIALLY FOCUS ON PROVIDING TECHNICAL ASSISTANCE ON DRAFTING ELECTORAL LAWS. THIS ASSISTANCE WILL BE OFFERED ALIKE TO THE

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INTERIOR MINISTRY, POLITICAL PARTIES, AND NGOS. AT CRITICAL POINTS OF THE ELECTORAL TIMETABLE, THE MISSION WILL EVALUATE ITS ASSISTANCE TO DATE, ENSURING THAT FUTURE ASSISTANCE ACCORDS WITH THE PRESENT POLITICAL ENVIRONMENT ON THE GROUND.

2. LONGER TERM PRIORITIES [LAYING THE GROUNDWORK FOR FUTURE D/G OBJECTIVES]

- RULE OF LAW: AS MENTIONED ABOVE, RULE OF LAW INVESTMENTS WILL BE JUDGED THROUGH THEIR CONTRIBUTION TO INCREASING GOVERNMENTAL ACCOUNTABILITY. THE IDEA IS TO LAY THE GROUNDWORK IN A FEW KEY AREAS FOR THE LONG TERM. ACCOUNTABILITY IS A BROAD TERM; IN TERMS OF USAID INTERVENTIONS, THE RECOMMENDATION IS TO FOCUS ON A FEW GROUPS WHO CAN BEGIN TO BUILD THE BASIS FOR ACCOUNTABILITY [E.G. INCREASING THE PROFESSIONALISM WITHIN SPECIFIC GOVERNMENT GROUPS, STRENGTHENING EXTERNAL GROUPS WHO CAN IN TURN PUT PRESSURE ON THE GOVERNMENT TO MEET BASIC DUE PROCESS AND HUMAN RIGHTS STANDARDS]. IN ADDITION, AS WITH ELECTIONS, USAID WILL TAKE A CAUTIOUS INCREMENTAL APPROACH IN THIS AREA. THAT IS, THE MISSION WILL FOCUS ON BOTH THE DEMAND AND SUPPLY SIDE OF ITS RULE OF LAW ACTIVITIES; WHETHER OR NOT THESE INCREMENTAL STEPS GO WELL WILL THEN DETERMINE THE NEXT STEP. SO, FOR EXAMPLE, THE DEMAND FOR JUSTICE WILL BE CREATED THROUGH ASSISTANCE TO PUBLIC DEFENDERS AND HUMAN RIGHTS NGOS, WHILE THE SUPPLY WILL BE CREATED THROUGH TRAINING JUDGES ETC.

PRIORITIES SETTING FOR RULE OF LAW:

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....HIGH PRIORITY: HUMAN RIGHTS AND PUBLIC DEFENDERS.

....MEDIUM PRIORITY: COURT IMPROVEMENT, BAR ASSOCIATIONS, LABOR LAW, NATIONAL ASSEMBLY [LAW DRAFTING & HUMAN RIGHTS], AND MEDIA [HUMAN RIGHTS & LEGAL ACCOUNTABILITY].

....LOW PRIORITY: UNIVERSITY OF PHNOM PENH/FACULTY OF BUSINESS LAW COURSES AND DRAFTING OF LEGAL CODES.

PLEASE NOTE, USAID/W AND THE MISSION AGREE THAT THE LAW COMPONENT OF THE UNIVERSITY OF PHNOM PENH FACULTY OF BUSINESS PROGRAM BE ALLOWED TO RUN THROUGH COMPLETION. THIS PROGRAM WILL CREATE AN ESSENTIAL GROUP OF GRADUATES WHO ARE FAMILIAR WITH COMMERCIAL LAW CONCEPTS, WHICH IS IMPORTANT FOR LINKAGES TO ECONOMIC GROWTH AND WILL COMPLEMENT FRENCH ACTIVITIES. HOWEVER, ONCE THE ACTIVITY IS COMPLETED, IT APPEARS UNLIKELY THAT THIS ACTIVITY WILL BE CONTINUED SO THAT THE PROGRAM CAN REMAIN FOCUSED.

....FOR FUTURE CONSIDERATION: ADJUDICATION OF LAND DISPUTES.

- MEDIA- NO MAJOR INVESTMENTS WILL BE MADE IN THIS AREA IN THE SHORT TERM; USAID/W AND THE MISSION WILL REEXAMINE THE

ROLE OF THE MEDIA IN THE LONGER TERM FOLLOWING THE ELECTIONS. SMALL INVESTMENTS WILL BE CONSIDERED IN THE NEAR TERM ONLY IF THEY ARE SUPPORTIVE TO ELECTIONS AND RULE OF LAW AS DEFINED.

- LEGISLATURE/PARLIAMENT- NO MAJOR INVESTMENTS WILL BE MADE IN THIS AREA IN THE SHORT TERM; THIS MAY BE UNCLASSIFIED

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REEXAMINED IN THE LONGER TERM FOLLOWING THE ELECTIONS. IN THE SHORT TERM, LIMITED FUNDING COULD BE ALLOCATED TO WORK WITH COMMITTEES WHICH SUPPORT OTHER PARTS OF THE PORTFOLIO.

D. NEXT STEPS: A USAID/W WORKING GROUP WILL BE CREATED AND CHAIRED BY ANE/SEA, DAVID YANG. AMY YOUNG, G/DG WILL ACT AS A CO-CHAIR ON ELECTIONS ISSUES. IN ADDITION, REPRESENTATIVES FROM STATE/EAP AND STATE/DRL WILL SERVE AS FULL MEMBERS OF THE GROUP. THE PROPOSAL IS THAT THIS GROUP WILL WORK CLOSELY WITH THE MISSION ON THE FOLLOWING TASKS:

1. DEVELOP A JOINT [MISSION/WORKING GROUP]WORK PLAN TO BE SHARED WITH ANE SENIOR MANAGEMENT. THIS WORK PLAN WILL

LAY OUT PRIORITIES, KEY THRESHOLDS, AND A TIME LINE TO ASSIST DECISION MAKING.

2. MEET WITH STATE TO ENSURE THAT OUR STRATEGY IS CONSISTENT WITH THEIR THINKING. SPECIFICALLY, APPROACHES NEED TO BE FURTHER EXPLORED IN TERMS OF DEALING WITH THE ISSUE OF GOVERNMENT ACCOUNTABILITY [THROUGH BROADER USG DIALOG WITH THE GOVERNMENT AND THE CG] AND CLARIFY HOW "FAILED ELECTIONS" WOULD BE DEFINED TO FACILITATE CONTINGENCY PLANNING.

3. EXAMINE EXISTING ANALYSES [E.G. RECENT ELECTIONS ANALYSIS, RULE OF LAW ANALYSIS, PREVIOUS IFES ASSESSMENT, ETC] TO DETERMINE WHETHER THERE ARE ANY ANALYTIC GAPS WHICH NEED TO BE ADDRESSED, THE ROLE OF OTHER DONORS, AND UNCLASSIFIED

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WHETHER THERE ARE ANY ADDITIONAL QUESTIONS WHICH NEED TO BE ADDRESSED.

4. EXAMINE THE SOW FOR THE EG ASSESSMENT TEAM TO EXAMINE HOW RULE OF LAW COULD BE INCORPORATED OR SUPPORTIVE TO EG ACTIVITIES. AT THIS POINT, THERE ARE A NUMBER OF

QUESTIONS AROUND GOVERNMENT COMMITMENT, THE ROLE OF OTHER DONORS, AND USAID'S ABILITY TO HAVE AN IMPACT. THE RECOMMENDATION WOULD BE THAT THE ASSESSMENT IDENTIFY VERY SPECIFIC CHANGES THAT MIGHT BE PROMOTED IN THE LEGAL/REGULATORY/JUDICIAL FRAMEWORK, IN THE COURTS, OR IN THE REGULATORY AREA AS OPPOSED TO MAJOR CODE REFORMS. IN PARTICULAR, THE ASSESSMENT TEAM WILL NEED TO IDENTIFY HOW THE ISSUE OF LAND DISPUTES MIGHT BE ADDRESSED.

5. IN CONSULTATION WITH THE MISSION, DETERMINE WHETHER THERE IS A NEED FOR A PERSON TO GO TO CAMBODIA TO HELP ADDRESS ANY GAPS AND FURTHER "FLESH OUT" THE WORKPLAN.

6. EXPLICITLY CLARIFY HOW THE PROGRAM AS PROPOSED WILL ADDRESS ELEMENTS OF CIVIL SOCIETY AS A CROSSCUTTING THEME [RATHER THAN A SEPARATE SET OF ACTIVITIES OR OBJECTIVES].

V. ECONOMIC GROWTH

A. PERFORMANCE SUMMARY STATEMENT: PROGRESS CANNOT BE FULLY EVALUATED AT THIS TIME SINCE THERE ARE NO PROGRAM LEVEL INDICATORS AND TARGETS. HOWEVER, THE FOLLOWING ARE A FEW KEY SUCCESSES AT THE ACTIVITY LEVEL: THE ROAD AND BRIDGE CONSTRUCTION, IN CONJUNCTION WITH DEMINING, HAS OPENED UP SIGNIFICANT AMOUNTS OF LAND TO AGRICULTURAL

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PRODUCTION AND HAS PROVIDED RELIABLE LINKS TO MARKETS AND PURSAT BRIDGE, LINKING PHNOM PENH TO THE WESTERN RICE-GROWING AREAS, IS NEARING COMPLETION.

IN TERMS OF ENVIRONMENTAL SUCCESSES [AS A COMPONENT OF USAID'S ECONOMIC GROWTH OBJECTIVE]: A USAID-FUNDED DRAFT OF ENABLING LEGISLATION FOR THE MINISTRY OF THE ENVIRONMENT WAS APPROVED BY THE COUNCIL OF MINISTERS AND IS NOW AWAITING PARLIAMENTARY APPROVAL; PREPARATION OF A NATIONAL ENVIRONMENT ACTION PLAN [NEAP] IN COLLABORATION WITH THE WORLD BANK IS UNDERWAY WHICH IS IMPORTANT SINCE IT IS A PRECONDITION FOR OBTAINING CONCESSIONAL LOANS FROM THE WORLD BANK AND THE ADB; AND USAID, IN COLLABORATION WITH OTHER DONORS, IS HELPING THE MOE AND MINISTRY OF AGRICULTURE, FISHERIES, AND FORESTS [MAFF] TO INTERACT AND COORDINATE IN AREAS OF MUTUAL INTEREST.

B. OVERALL STRATEGIC APPROACH: ECONOMIC GROWTH IS CURRENTLY BEING EXAMINED AS A POTENTIAL AREA OF FOCUS WITHIN THE MISSION'S PORTFOLIO BECAUSE THERE MAY BE OPPORTUNITIES TO DEMONSTRATE SHORT TERM IMPACTS WITH HIGH VISIBILITY AND THERE MAY BE POTENTIAL TO DEMONSTRATE THE BENEFITS OF STABILITY FROM A DEMOCRATIC SOCIETY [HOWEVER, THIS LATTER POINT WILL BE EXAMINED AS A PART OF THE

RECOMMENDED ASSESSMENT]. AGRICULTURAL PRODUCTION/RURAL DEVELOPMENT ARE ALSO AREAS WHICH COULD COMPLEMENT THE ACTIVITIES OF OTHER DONORS, FORM A BASIS FOR INSTITUTIONAL STABILITY, AND ADDRESS THE KEY PROBLEM OF LAND UNDER UTILIZATION IN THE COUNTRY.

IT IS IMPORTANT TO NOTE THAT FURTHER ANALYSIS WILL BE UNCLASSIFIED

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REQUIRED TO DETERMINE WHERE TO FOCUS AND CONCENTRATE RESOURCES. THERE IS CURRENTLY AN ASSESSMENT BEING SCHEDULED WHICH WILL GUIDE THE DECISION MAKING PROCESS IN EG. UPON COMPLETION OF THE ASSESSMENT IN AUGUST/SEPTEMBER, USAID/W AND THE MISSION WILL AGREE ON WHETHER INVESTMENTS IN THIS AREA ARE APPROPRIATE, THE RESULTS TO BE ACHIEVED AND THE STRATEGIC APPROACH.

C. POTENTIAL OPTIONS FOR ESTABLISHING PRIORITIES: AT THIS TIME, IT IS BELIEVED THAT AN EG STRATEGY SHOULD FOCUS ON SUSTAINABLE AGRICULTURAL PRODUCTION/RURAL DEVELOPMENT, ALTHOUGH THIS ASSUMPTION WILL BE TESTED THROUGH THE EG ASSESSMENT. THE FOLLOWING REPRESENTS A CONCEPTUAL FRAMEWORK WHICH WILL BE EXAMINED BY AN ASSESSMENT TEAM.

1. POTENTIAL SHORT TERM PRIORITIES [WHERE A MAJORITY OF IMPLEMENTATION AND FUNDING MIGHT BE FOCUSED--E.G. 80], PENDING THE OUTCOME OF THE ASSESSMENT:

- REHABILITATION OF EXISTING IRRIGATION SYSTEMS AND FEEDER ROADS [I.E. NO NEW IRRIGATION SYSTEMS AND/OR FEEDER ROADS WOULD BE INCLUDED]

- FORESTRY [I.E. IN TERMS OF LOGGING, AGROFORESTRY WATERSHED PROTECTION/MANAGEMENT AND FOREST POLICY SUCH AS UNCONTROLLED DEFORESTATION, LOGGING CONCESSIONS, THE LOG EXPORT BAN, LOSS OF GOVERNMENT REVENUES, ETC]. THESE ISSUES WILL ALSO BE EXAMINED IN LIGHT OF THE UPCOMING CG.

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NOTE; IT WAS ALSO ACKNOWLEDGED THAT USAID WILL NEED TO ASSESS ENVIRONMENTAL AND GENDER IMPACTS AS CROSS CUTTING TO THESE AREAS.

2. POTENTIAL LONG TERM PRIORITIES [WHERE LESS

IMPLEMENTATION EFFORT AND FUNDING SHOULD BE FOCUSED-- E.G.
20] PENDING THE OUTCOME OF THE ASSESSMENT:

- LAND DISPUTE RESOLUTION [E.G. THROUGH PUBLIC DEFENDERS]
- HUMAN RESOURCES, INSTITUTIONAL STRENGTHENING, SECTOR POLICIES, DATA, ANALYSIS
- FORESTRY, LAND USE

NOTE; DEMINING IS NOT VIEWED AS AN AREA WHERE USAID HAS A COMPARATIVE ADVANTAGE AND OTHER DONORS [THE SWEDES AND THE GERMANS] ARE MAKING INVESTMENTS IN THIS AREA. DOD HAS ALSO BEEN ACTIVE IN DEMINING; IF DOD IS UNABLE TO MAINTAIN THEIR INVOLVEMENT DUE TO STATUTORY LIMITATIONS, IT IS POSSIBLE THAT THE INTERAGENCY COMMITTEE MAY RECONSIDER USAID'S ROLE.

D. NEXT STEPS:

1. EXAMINE THE EXTENT TO WHICH THE PVO CO-FINANCING PROJECT CAN BE FOCUSED MORE NARROWLY FROM A MANAGEMENT AND FUNDING PERSPECTIVE.

2. USAID/W AND THE MISSION WILL COMPLETE A SOW FOR THE EG
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ASSESSMENT. COORDINATORS IN THE MISSION AND USAID/W WILL BE IDENTIFIED. THIS ASSESSMENT SHOULD INCLUDE THE FOLLOWING ELEMENTS:

- PRODUCTS OF THE ASSESSMENT:

....IDENTIFICATION OF WHETHER USAID SHOULD FOCUS ON AGRICULTURAL PRODUCTION/RURAL DEVELOPMENT GIVEN STAFFING AND FUNDING AVAILABILITIES

....IDENTIFICATION OF OPTIMAL SHORT AND LONG TERM INVESTMENTS VIS A VIS OTHER DONORS, USAID COMPARATIVE ADVANTAGE, AND A PROPOSAL ON WHETHER THERE SHOULD BE A GEOGRAPHIC FOCUS

....IDENTIFICATION OF APPROPRIATE MANAGEMENT MECHANISMS

....THE PROVISION OF ASSISTANCE IN DEVELOPING AN RFA FOR AN UMBRELLA PVO TO MANAGE

- INPUTS:

.... DETERMINE TEAM COMPOSITION [POTENTIAL SKILL AREAS MAY BE IN THE AREA OF WATER, ROADS, FORESTRY/AGROFORESTRY,

GENDER, PVOS, ECONOMICS WITH AN EMPHASIS ON AGRICULTURE, CRISIS PREVENTION, HUMAN RESOURCES DEVELOPMENT, ENVIRONMENT, COMMUNITY DEVELOPMENT, REGIONAL PLANNING, REG. 16]. IN PARTICULAR, ENVIRONMENTAL AND GENDER ISSUES MUST BE EXAMINED AS A PART OF THIS ASSESSMENT.

VI. HEALTH AND FAMILY PLANNING
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A. PERFORMANCE SUMMARY STATEMENT: THE MISSION IS COMMENDED FOR PRODUCING A WELL-CONCEIVED FIVE-YEAR MATERNAL CHILD HEALTH STRATEGY. THE MISSION'S PROGRAMS AND PROJECTS ARE HAVING IMPACT, WITH THE CONDOM SOCIAL MARKETING PROJECT INCREASING CONDOM SALES FROM AN ESTIMATED 2,000,000 TO 8,000,000 IN ONE YEAR. HIV/AIDS SENTINEL SURVEILLANCE HAS BEEN ESTABLISHED, REVEALING EXTREMELY HIGH LEVELS OF PREVALENCE. NEARLY 1.5 MILLION CHILDREN HAVE RECEIVED VITAMIN A ON NATIONAL IMMUNIZATION DAYS, ALLEVIATING MALNUTRITION AND NIGHT BLINDNESS IN SOME AREAS. THROUGH A PARTNERSHIP WITH NGO'S, HEALTH SERVICES DECIMATED IN THE '70'S AND '80'S ARE NOW AVAILABLE IN 20 DISTRICTS IN SEVEN PROVINCES AND IMMUNIZATION COVERAGE IS INCREASING IN PROJECT AREAS. IN COLLABORATION WITH WHO, A PROGRAM TO COMBAT HEMORRHAGIC DENGUE FEVER HAS BEEN INSTITUTIONALIZED IN THE MOH. ONCE IMPLEMENTATION OF THE MATERNAL CHILD HEALTH STRATEGY HAS BEGUN TO TAKE EFFECT, A MORE SYSTEMATIC, HOLISTIC APPROACH TO IMPROVING MCH STATUS SHOULD BEGIN, REPLACING THE CURRENT COLLECTION OF ACTIVITIES THAT WERE TARGETS OF OPPORTUNITIES THAT HAVE PRODUCED THE NOTABLE RESULTS REPORTED ABOVE. THE PROPOSED PERFORMANCE INDICATORS OF REDUCTIONS IN INFANT AND CHILD MORTALITY SHOULD BE ACHIEVABLE.

PRO-NATALIST PRIOR TO 1992, THE MOH PLANS TO PROVIDE

FAMILY PLANNING INFORMATION AND SERVICES AT EVERY LEVEL OF THE HEALTH CARE SYSTEM, BASED ON MODELS ESTABLISHED BY USAID -FUNDED NGO'S. THE NGO'S ARE ACTIVE THEMSELVES IN
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SERVICE DELIVERY, AND EARLY EFFORTS BY CARE AND FPPIA SHOW EXTRAORDINARY DEMAND FOR MODERN FAMILY PLANNING IN BOTH RURAL AND URBAN AREAS. COVERAGE IS NOT NATIONAL AS YET, BUT UNDERSTANDABLE GIVEN THE DIFFICULTY OF TRAVEL AND WORK IN THE NORTHWEST, THE MOST POPULOUS AREA. GIVEN THE HIGH LEVEL OF EVIDENT UNMET NEED, THE MISSION'S PERFORMANCE

INDICATOR OF A CONTRACEPTIVE PREVALENCE RATE OF 17 BY THE YEAR 2000 SHOULD BE MET.

B. OVERALL STRATEGIC APPROACH: HEALTH AND FAMILY PLANNING IS VIEWED AS A KEY SECTOR FOR USAID INVOLVEMENT BECAUSE THE GOVERNMENT HAS EXHIBITED A HIGH LEVEL OF INTEREST IN THIS AREA, THERE IS LARGE PENT UP DEMAND FOR THESE TYPES OF SERVICES, CAMBODIA'S HIV/AIDS PROBLEM IS OF GLOBAL SIGNIFICANCE, PHN INTERVENTIONS ARE FAIRLY CLEAR [I.E. WE KNOW WHAT TO DO], THE MISSION HAS A WELL DEVELOPED STRATEGY FOR THIS SECTOR, AND IT PLAYS AN IMPORTANT ROLE IN LAYING THE GROUNDWORK FOR LONG TERM DEVELOPMENT. IN ADDITION, PHN CAN ALSO YIELD SHORT TERM, HIGH VISIBILITY RETURNS, PARTICULARLY IN TERMS OF MEETING DEMAND FOR FAMILY PLANNING SERVICES.

USAID/W HAS AGREED ON THE RESULTS TO BE DELIVERED AND THE APPROACH TO BE TAKEN WITH THE EXCEPTION OF THE HIV/AIDS COMPONENT. THE ANE BUREAU WILL MEET WITH PPC, G, AND M TO DETERMINE HOW TO HANDLE NEXT STEPS IN COMING TO AGREEMENT AROUND THE PHN SO. CLOSURE WILL BE REACHED BY AUGUST/SEPTEMBER AND WILL ALSO BE DEPENDENT ON STAFFING DECISIONS.

C. PRIORITIES AND FOCUS: THE TWO AREAS OF FOCUS FOR THE UNCLASSIFIED

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MISSION WILL BE INTEGRATED RURAL HEALTH AND CHILD SURVIVAL AND HIV/AIDS. THE HIV/AIDS COMPONENT WILL BE INTEGRATED AND EXPANDED BASED ON THE ASSESSMENTS IN PROGRESS AS WELL AS THE MISSION'S ABILITY TO HAVE ACCESS TO THE APPROPRIATE STAFFING. POLICY DIALOG IS VIEWED AS A CRITICAL CROSS CUTTING THEME, AND NEEDS TO BE TAKEN INTO ACCOUNT FOR STAFFING PURPOSES. IT IS ALSO IMPORTANT THAT THE MISSION RECEIVE THE FUNDING, ORIGINALLY PLANNED FOR CAMBODIA FROM THE RSM REGIONAL PROJECT [\$500,000]. IT WAS AGREED THAT IN ORDER TO KEEP THE PROGRAM FOCUSED AND MANAGEABLE, THE MISSION WILL NOT UNDERTAKE ACTIVITIES IN WATER AND SANITATION. THEREFORE, USAID WILL ATTEMPT TO FIND OTHER DONORS, SUCH AS UNICEF, TO PROVIDE ASSISTANCE IN THIS AREA GIVEN THEIR COMPARATIVE ADVANTAGE.

D. NEXT STEPS:

1. STRATEGY APPROVAL: THE MISSION HAS A WELL DEVELOPED STRATEGY FOR HEALTH AND FAMILY PLANNING; THIS COMPONENT OF CAMBODIA'S OVERALL STRATEGY COULD BE APPROVED FAIRLY QUICKLY. HOWEVER, THE MISSION, WITH ASSISTANCE FROM ANE/SEA/SPA AND G/HIV/AIDS WILL NEED TO EXPLORE HOW HIV/AIDS WILL BE INCORPORATED IN THE PROPOSED FRAMEWORK.

THE BUREAU WILL MEET WITH G AND PPC TO DETERMINE APPROPRIATE NEXT STEPS SO THAT WE CAN COME TO CLOSURE ON THE MANAGEMENT CONTRACT. THERE WILL BE AN EMPHASIS ON KEEPING THE PROCESS STREAMLINED AND SIMPLE FOR THE MISSION.

2. STAFFING AND BUDGET: ONCE FINAL STAFFING AND BUDGET UNCLASSIFIED

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DECISIONS ARE MADE, THIS OBJECTIVE WILL BE REVIEWED TO ENSURE THAT MINIMAL STAFFING LEVELS ARE AVAILABLE TO MANAGE THE PROGRAM. IN ADDITION, PHASING OF PROGRAM IMPLEMENTATION WILL BE EXAMINED IN RELATION TO WHEN STAFFING AND BUDGET BECOME AVAILABLE.

VII. PRIMARY EDUCATION

A. PERFORMANCE SUMMARY STATEMENT: IMPLEMENTATION HAS NOT YET BEGUN, AND NO RESULTS HAVE BEEN REPORTED AGAINST INDICATORS. HOWEVER, THE GOVERNMENT HAS COMMITTED ITSELF TO INCREASE OUTLAYS FOR PRIMARY EDUCATION TO 15% OF THE NATIONAL BUDGET BY 2000.

B. OVERALL STRATEGIC APPROACH: GENERALLY, THERE IS AGREEMENT ON THE RESULTS TO BE ACHIEVED AS WELL AS THE OVERALL APPROACH IN PRIMARY EDUCATION. THERE ARE ISSUES, IDENTIFIED BELOW, WHICH SHOULD BE EXAMINED IN LIGHT OF THE UPCOMING GWE [GIRLS' AND WOMEN'S EDUCATION] ANALYSIS AND THE MISSION'S NEED TO REPORT ON THE USE OF FY95 GWE FUNDING TOTTALLING 2 MILLION USDOLS. IN ADDITION, THE ABILITY OF THE MISSION TO ADDRESS THE ISSUES IDENTIFIED BELOW IS DEPENDENT ON THE ABILITY OF THE MISSION TO OBTAIN APPROPRIATE STAFFING [E.G. A PRIMARY EDUCATION OFFICER].

C. FOCUS OF THE PROGRAM: THE FOCUS OF THE PROGRAM IS TO INCREASE THE QUALITY OF EDUCATION BASED ON THE EXISTING SYSTEM THROUGH THE SUPPORT OF CLUSTER SCHOOLS AND TEACHER TRAINING.

D. ISSUES IDENTIFIED AND NEXT STEPS:
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1. THE ASSUMPTION: THE UNDERLYING ASSUMPTION IN THE

MISSION'S STRATEGY IS THAT AN INCREASE IN QUALITY WILL LEAD TO AN INCREASE IN ACCESS. THERE IS A PLANNED GWE ANALYSIS WHICH WILL IDENTIFY CONSTRAINTS, EXAMINE WHETHER

THIS ASSUMPTION IS VALID, AND WHETHER THERE ARE OTHER BARRIERS TO GIRLS' EDUCATION [E.G. CULTURAL OR ECONOMIC REASONS WHICH PREVENT GIRLS FROM ATTENDING SCHOOLS].

2. AGE: BECAUSE THE EDUCATION SYSTEM IN CAMBODIA WAS NON FUNCTIONING FOR THE LAST TWO DECADES, THERE ARE NUMEROUS CAMBODIANS AT ALL AGE LEVELS WHICH HAVE NOT HAD ACCESS TO PRIMARY EDUCATION. THE MISSION WOULD NEED TO ADDRESS WHETHER AND HOW THE EDUCATION STRATEGY WILL DEAL WITH THIS PROBLEM.

3. POLICY AGENDA: THE MISSION CLARIFIED THAT THE CAMBODIAN GOVERNMENT IS CURRENTLY ON TARGET WITH REGARD TO PROJECTED INCREASES IN ALLOCATIONS TO BASIC EDUCATION WITHIN THE NATIONAL BUDGET. WITH REGARD TO OTHER EDUCATION SECTOR POLICY ISSUES, THE AGENDA WILL BE FURTHER REFINED BY IDENTIFYING CRITICAL AREAS OF FOCUS AND THE MISSION EXPECTS TO HAVE A MECHANISM FOR MORE CONTINUOUS SUPPORT, THROUGH THE PLACEMENT OF AN ABEL-PROVIDED RESIDENT ADVISOR IN THE MINISTRY'S PLANNING DEPARTMENT. OTHER DONOR INPUTS AND LEVERAGE WILL ALSO BE IMPORTANT TO MOVE THE POLICY AGENDA.

4. GIRL'S EDUCATION: THERE IS A GROWING GAP BETWEEN GIRLS' AND BOYS' PARTICIPATION IN PRIMARY EDUCATION. THE UNCLASSIFIED

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MISSION, WITH ASSISTANCE FROM USAID/W [ANE/SEA AND G/HCD] WILL EXAMINE THIS GAP AND EXPLORE WHAT IMPLICATIONS THIS WILL HAVE FOR ITS PROGRAMMING.

VIII. REG 216

A. IT WAS AGREED THAT THE MISSION WOULD RETAIN THE SERVICES OF AN APPROPRIATE CONTRACTOR TO PREPARE A FORMAL PROGRAMMATIC ENVIRONMENTAL ASSESSMENT [PEA] COVERING USAID-FUNDED ROADWORK IN CAMBODIA. THIS PEA, TO BE CARRIED OUT AS SOON AS POSSIBLE, WOULD COMPLETE ALL REMAINING REG 216 WORK ON USAID ROAD ACTIVITIES [RN-4 AND CARE], AS WELL AS THE REG 216 WORK REQUIRED TO CLEAR ANY FUTURE ROAD ACTIVITIES THAT THE MISSION MAY UNDERTAKE. REG 216 WORK ON OTHER NON-ROADWORK ACTIONS COMING OUT OF THE RURAL DEVELOPMENT DESIGN WILL BE CARRIED OUT ONCE THOSE ACTIVITIES ARE BETTER DEFINED.

IX. OE

A. THE MISSION REQUESTED BUREAU APPROVAL TO EXPAND

EXISTING OFFICE SPACE AND UPGRADE COMPUTER HARDWARE SYSTEMS. THE BUREAU ACKNOWLEDGES THE NEED FOR THE MISSION

TO EXPAND EXISTING OFFICE SPACE SINCE IT WILL BECOME A FULL MISSION. A PLAN FOR EXPANSION WILL BE DEVELOPED BASED ON PROJECTED STAFFING. IN ADDITION, THE BUREAU IS WORKING WITH THE MISSION, IRM, AND FM TO DEVELOP A PLAN FOR UPGRADING THE COMPUTER SYSTEMS.

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G/PHN:RCLAY
M/B:L DOMINESSY
G/ENV:GTAYLOR
TALBOTT

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NNNN

Country: Cambodia (2 of 2)

Date: 9 Jan. 1997

STATUS OF ANE STRATEGY/ ACTION PLAN AGREEMENTS

ACTION REQUESTED	RESPONSIBLE ACTOR(S)	DUE DATE	STATUS
e. Completion of Programmatic Environmental Assessment (PEA)	Mission to complete.	Sept. 1997	Reg 216 for CARE roads executed; SOW for PEA on future road work in draft; draft update for Reg 216 on RN4 submitted to mission.
f.			
g.			
h.			

Country: Cambodia

(1 of 2)

STATUS OF ANE STRATEGY/ ACTION PLAN AGREEMENTS

Drafter: ANE/SEA/RPM: Richard Whitaker

Date: 9 Jan. 1997

File Name:U:\rwhitake\docs\R4camb

ACTION REQUESTED	RESPONSIBLE ACTOR(S)	DUE DATE	STATUS
a. DG USAID/W Working Group (WG) to develop with mission work plan to establish priorities, key thresholds and time line for decision making.	ANE, G/DG and Mission combined.	1997 R4 Submission	Mission's focus on elections/rule of law to be presented in 1997 R4 submission.
b. Narrow the focus of the PVO Co-financing Project, from a management and funding perspective.	Mission to complete.	1997 R4 Submission	Grants redirected to sector teams.
c. SOW for EG assessment developed and carried out.	Mission to complete.	1997 R4 Submission	Not necessary, due to literature search.
d. Agreement reached on the PHN SO with PPC, G and M to incorporate HIV/AIDS.	Mission/SEA/G with PPC and M.	Sept. 1997	HIV assessment team fielded in Jan. 97; agreement to follow.

