

**USAID/CAMBODIA  
STRATEGIC OBJECTIVE CLOSE OUT REPORT**

**SO Name:** Other Activities in Support of Agency Objectives  
**SO Number:** 442-008  
**Approval Date:** 1992 and 1993  
**Geographic Area:** Cambodia  
**Total Cost:** \$ 60,865,189

*USAID:*

Mission Funding	DA	\$ 39,641,582
	ESF	21,223,607
Sub Total USAID Funding		\$ 60,865,189
Less De-obligations		12,812,811
Total USAID Funding Obligated		\$ 73,678,000

**Principle Implementing Partners:**

The principle implementation partners include CARE, PACT, American Bar Association, Georgetown University, Development Alternatives Inc., International Human Rights Legal Group, University of San Francisco, IRIS – University of Maryland, Partners for Development, Helen Keller International, World Education, World Relief, Family Planning International Assistance, Population Services International, Medecins Sans Frontiere and Reproductive Health Association of Cambodia.

**Background**

After the Paris Peace Accords which ended decades of civil war in Cambodia were signed in 1991, the United States was committed to helping Cambodia to rebuild its basic political, social and economic structures. The goal of the USAID program until 1993 was to support the Paris Agreement and the process leading up to the national election, until a government was installed in September 1993. During this period, there was no recognized government with which USAID could work. The program focused on relief and rehabilitation efforts. The genocide campaign of the Khmer Rouge period, along with starvation and diseases, had wiped out up to 25% of the population and decimated social, economic and government institutions across the board. Most educated Cambodians, and up to 75% of teachers and 90% of health workers had perished, and no young people received formal education during this period or the civil war which followed. Thus most institutions were too weak to absorb assistance.

The Technical Support project was initiated in 1992 to enable the U.S. to respond with flexibility to Cambodia's needs. The PVO Co-Financing project was authorized and funded in 1993. These two programs funded non-emergency programs, focusing on grants to non-government organizations (NGOs), both Cambodian and international. A major objective of USAID's first strategy in Cambodia was to establish civil society organizations in each sector of USAID concern.

During the strategy period covering 1994-1997, USAID targeted assistance to promote democracy, good governance and continued improvement of human rights, as well as health, economic growth and civil society development. These two programs funded programs in all of these strategic areas. The 1997-2002 Strategic Plan continued these areas, and added Basic Education, to which SO8 did not contribute. As the Agency implemented its reengineered assistance framework, these two projects were combined into Strategic Objective 8 for Other Activities in Support of Agency Objectives.

Thus SO8 supported multiple objectives during the start-up and first two strategy periods of the USAID/ Cambodia program. The SO provided a total of \$73,678,000 through the Technical Support and PVO Co-Financing projects. Of the \$73,678,000 obligated, \$45.8 million was in support of PVO Co-Financing activities, and \$14.5 million was for Technical Support. The start-up dates of the activities funded range from 1992 to 1997, with the majority initiated in 1993 and 1994. The activities supported programs in democracy and human rights, the rule of law, health, HIV/AIDS, economic growth, economic policy, war and landmine victims, community outreach, community water development, small scale irrigation, private sector development and environment. Personal service contracts for program implementation, as well as studies and evaluations, were funded under this SO.

Of the total amount, \$12.8 million was eventually de-obligated, as a result of program cutbacks after the 1997 political disturbances. The SO received its final obligation in 1997, and committed its last resources in 2002 for technical support. These residual activities, mainly personal services contracts and technical support, are planned to be expended by the final SO disbursement date of September 30, 2003.

A list of activities funded is included in Tables I and 2, which are attached.

### **Summary of overall impact at SO level and IR level**

SO8 activities constituted an integral part of the first Strategic Plan in 1994-1997, and funding was provided in anticipation of, and through, this plan period. The Mission was exempt from PRISM reporting until FY1998, per the strategy approval cable. This exemption was due to the unique deficiencies in Cambodian human and physical infrastructure and the limitations of the small USAID staff. The Mission was, however, responsible for achieving results and reporting on them, through the standard reporting requirements of Annual R4Reports (USAID/Cambodia Action Plan FY 1995-1997, p.6).

The activities funded under SO8 directly supported the three SOs in the 1994-1997 Strategic Plan:

- strengthening the institutions of democratic governance;
- promoting sustainable economic growth; and
- increasing access to basic family services

SO8 activities directly supported these three objectives. A list of grant and contract activities for each project is provided in the attached tables.

The Mission proposed the following activities to implement the Strategic Plan:

- co-financing of PVO activities to address basic family services in health, vocational education, community development, rural savings and microenterprsie credit, care for displaced children and orphans, prosthetics and demining;
- democratic and governance initiatives to support better governance and help political institutions (including the National Assembly and public interest NGOs) to function better;
- technical support to improve government’s analytic capability and policy making; and
- emergency rural road repair to link economic growth centers.

SO8 activities also supported these objectives, with the exception of support to the National Assembly, which was withheld after 1998. In addition, SO8 activities supported the last two of the four areas of new activities to achieve results proposed by USAID/Cambodia in the Strategic Plan 1994-1997:

- training and provision of teaching materials for primary school teachers;
- rural roads/infrastructure rehabilitation;
- commodities and training in support of maternal health and birth spacing; and
- technical assistance and training for environmentally related planning and advocacy.

A summary of the use of SO8 funding is provided in the table below.

**SO8 Funding for Other Strategic Objectives (\$US)**

SO8 Funding	Technical Support	PVO Co-Financing	Total
Democracy/Governance	7,611,713		7,611,713
Economic Growth	2,466,241	3,833,753	6,299,994
Family Services: Health	47,050	17,874,587	17,921,637
Community Development		17,593,032	17,593,032
Humanitarian/War Victims	203,817	5,034,617	5,238,434
Administrative Support, Assessment/Evaluations	2,351,045	1,530,657	3,881,702
Unearmarked	3,530		3,530
Sub-total	14,951,664	45,913,525	60,865,189
De-obligated Funds			12,812,811
Total			73,678,000

SO8 activities have been assessed, monitored, and evaluated within the respective SOs and SpOs to which they contributed. The activities were integrated in R4 reports for their respective SOs and SpPOs, and are reported in the respective close-out reports.

### **Significant changes in the Results Framework during the life of the SO**

Both PVO Co-Finance and technical support activities were refined, reformulated and integrated into new SOs and SpOs for the 1997-2002 Strategic Plan. Soon after this Strategic Plan was approved, the USAID program was curtailed owing to the political events of 1997. Activities under the second objective were largely eliminated at this time, and USAID implemented all other activities through non-government organizations.

While SO8 was created as a specific strategic objective for program purposes, it continued to contribute to multiple objectives. The Action Plans or Annual Reports for the period during which the SO was active reported on its activities through the sector or humanitarian SOs and SpOs to which the activity contributed. The reader is referred to close-out reports for the Health, HIV/AIDS, Democracy/Governance and War and Mine Victims for details on the performance of the SO8.

### **Prospects for long-term sustainability of impact**

The evolution of the USAID/Cambodia program has witnessed the deepening and strengthening of Cambodian organizations in USAID areas of support. There has been sustainability of impact in all areas of USAID interventions, as reflected in applicable close-out reports, and in the shift to higher level results in the 2002-2005 Strategic Plan.

### **Evaluations and special studies**

#### *USAID Reports*

USAID/Cambodia Action Plan 1995-1997

Results Review and Resource Requests (R4): March 1997, February 1998,  
April 1999, April 2000, April 2001

Annual Budget Submission 1993

See also relevant SO and SpO Closeout Reports

### **Key contacts**

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**Table 1: SO 442-008 Other Activities in Support of Agency Objectives  
Technical Support Activities**

<b>Grants</b>	<b>Funding Source</b>	<b>Amount (US \$)</b>	<b>Accrued Expenditures 9/30/2002</b>	<b>Unexpended Obligation</b>
CARE (CEMP- Environment)	DA	1,860,278	1,840,154	20,124
Center for National Policy	ESF	244,124	244,124	0
"	DA	500,000	500,000	0
American Bar Association	ESF	1,092,732	1,092,732	0
Georgetown University	ESF	2,520,375	2,520,375	0
Development Alternative Inc. (EG)	ESF	2,216,898	2,216,898	0
"	DA	196,602	196,602	0
International Human Rights Law Group	ESF	2,487,427	2,487,427	0
University of San Francisco	ESF	700,000	700,000	0
IRIS Buy-in, University of Maryland	ESF	52,741	52,741	0
Assessments, Evaluations, Technical Advisors, Program Support & Equipment	ESF	1,813,222	1,399,291	413,931
	DA	1,267,262	1,252,502	14,760
<b><i>Subtotal</i></b>	<b><i>ESF</i></b>	<b><i>11,127,519</i></b>	<b><i>10,713,588</i></b>	<b><i>413,931</i></b>
	<b><i>DA</i></b>	<b><i>3,824,143</i></b>	<b><i>3,789,258</i></b>	<b><i>34,885</i></b>
<b>GRAND TOTAL</b>		<b>14,951,662</b>	<b>14,502,846</b>	<b>448,816</b>

**Table 2: SO 442-008 Other Activities in Support of Agency Objectives  
PVO Co-Financing Activities**

<b>Grant</b>	<b>Funding Source</b>	<b>Grant Description</b>	<b>Grant Duration</b>	<b>Amount</b>
Participating Agencies Collaborating Together	ESF	Community Outreach (focus on HR Development)	4/1/94 - 9/30/00	4,171,961
	DA			11,814,769
Partners For Development	ESF	Community Water and Dev. Prog. in Northeast	10/14/96 - 12/31/00	2,400,000
Helen Keller International	DA	Multi Benefit Food & Health Enterprise Develop.	9/25/95 - 10/31/00	1,500,000
International Development Enterprises	ESF	Small Scale Irrigation (rural economic growth)	9/26/95 - 3/31/99	650,000
CARE	ESF	Rehabilitation of Rural Roads	5/11/95 - 10/6/97	1,525,506
"	DA			509,668
World Education	DA	Community Development Training	11/1/93 - 10/31/96	1,606,302
International Rescue Committee	DA	Community Health Development	11/30/93 - 7/19/96	1,103,806
World Concern	ESF	Health and Nutrition	9/30/93 - 9/30/95	4,696
"	DA			628,541
World Relief	DA	Microenterprise	11/1/93 - 1/14/00	1,148,579
American Refugee Committee	DA	Health Care	11/30/93 - 9/30/95	418,458
Family Planning International Assistance	DA	Services Expansion & Institutional Development	11/22/93 - 6/30/97	3,496,341
Population Services International	DA	Social Marketing	11/26/93 - 11/30/96	2,463,923
AICF	DA	Community water and Development in Northeast	11/1/93 - 9/30/96	1,940,536
Medicins Sans Frontieres	DA	Rehabilitation of Health Service in Stung Treng	11/1/93 - 9/30/96	1,074,471
World Health Organization	ESF	Control of Dengue Hemorrhagic Fever	1/15/94 - 9/30/98	47,460
"	DA			1,000,000
World Vision	DA	Child Health Care	9/27/90 - 12/31/96	951,951
CARE (Birch, Health)	ESF	Health Care	7/31/93 - 3/31/95	10,711
"	DA			579,513
Contraceptive Proc.	DA		5/31/94 - 6/30/94	69,000
Handicapped International	ESF	CMAC Strengthening Program	6/12/95 - 8/31/97	315,129
Vietnam Veterans of American Foundation	DA	Cambodia Prosthetic Program	9/30/92 - 6/30/96	3,500,000
AmCross	ESF	Technical Rehabilitation and Intergration Asst.	9/30/92 - 6/30/96	148,271
"	DA			1,071,217
Reproductive Health Association of Cam.	DA	Services Expansion & Institutional Development		110,000
CARE (Health)	ESF			75,180
Miscellaneous	ESF			747,172
"	DA			830,364
<b><i>Subtotal</i></b>	<b><i>ESF</i></b>			<b><i>10,096,086</i></b>
	<b><i>DA</i></b>			<b><i>35,817,439</i></b>
<b>GRAND TOTAL</b>				<b>45,913,525</b>

(Unexpended Balance)

-52,931