








# Annual program performance report 2010: Cambodia

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## Summary

**Table 1: Ratings of the program's progress in 2010 towards objectives established in Australia's Strategic Approach to Aid in Cambodia 2010-2015 (December 2010)**

Objective	Rating in 2010	Relative to previous rating
<i>Goal: Accelerated growth in the value of national agricultural production</i>		
<b>Objective 1: Increased value of agricultural production and smallholder income in targeted provinces</b>		Improved (green)
<i>Goal: Poor and vulnerable Cambodians will be increasingly protected against chronic poverty and hunger, shocks, destitution and social exclusion and benefit from investments in their human capital</i>		
<b>Objective 2: Increased food and livelihood security for the rural poor through social protection and landmine clearance</b>		Improved (green)
<i>Goal: Progress towards the health MDGs with a focus on maternal and child health</i>		
<b>Objective 3: Increased access to quality health services through improved health management</b>		Unchanged (green)
<i>Goal: Increased economic activity in targeted areas</i>		
<b>Objective 4: Improved transport and energy infrastructure.</b>		Unchanged (red)
<i>Goal: Increased individual rights and responsibilities in the justice system for juveniles and vulnerable groups</i>		
<b>Objective 5: Improved management of courts, prisons, police, and crime prevention activities (particularly for vulnerable groups)</b>		Unchanged (amber)

Note:

-  Green: The objective will be fully achieved within the timeframe of the strategy.
-  Amber: The objective will be partly achieved within the timeframe of the strategy.
-  Red: The objective is unlikely to be achieved within the timeframe of the strategy.

## Context

Cambodia is making considerable development progress. Between 1995 and 2010, life expectancy increased by six years, expected years of schooling increased by almost three years, and gross national income per capita increased by 121 per cent. Cambodia nevertheless remains one of the United Nations 49 least developed countries, with one third of Cambodians living in poverty. In 2010 it ranked in the lowest quarter—124 out of 169—on the UNDP Human Development Index. Income inequality is widening between urban and rural areas. Progress towards gender equality could be faster, especially in the area of violence against women. Women hold only 16 per cent of parliamentary seats and only 12 per cent of adult women in Cambodia have a secondary or higher level of education compared to 21 per cent of men. Female participation in the labour market is 76 per cent compared to 86 per cent for men. Implementation of national disability frameworks is slow, in part due to significant resource constraints.

Cambodian households are vulnerable to macroeconomic and other shocks. The global financial crisis saw the economy contract by an estimated 2.75 per cent in 2009. In 2010 Cambodia rebounded modestly well with growth of 4.7 per cent and has the potential to return to high growth with a broader economic base. A recent spike in global commodity prices could however raise the cost of living in Cambodia and result in renewed economic hardship.

Cambodia has made progress with public financial management reforms, decentralisation and government effectiveness. Cambodia climbed four places—to 154 out of 178 countries—on the 2010 corruption perceptions index and recently passed an anti-corruption law. However, the governance environment challenges remains and the capacity of the bureaucracy is limited. Greater transparency and certainty around land administration and resettlement is urgently needed.

### Official Development Assistance to Cambodia

Cambodia remains dependent upon foreign development assistance. Total ODA to Cambodia in 2010 was estimated at US\$1.1 billion, representing 11 per cent of Gross Domestic Product (GDP) and 52 per cent of total Cambodian Government expenditure. The major donors in Cambodia have been Japan, United States and the European Union, but this is changing. A number of historical donors have announced plans to phase out while levels of aid from non-DAC donors, notably China, increase: in 2010, over US\$100 million was provided by China.

The effects of this new landscape are illustrated on the issues over land administration and resettlement implementation, which has effectively resulted in a suspension of new lending. Resolution is complicated by the presence of alternative financiers who do not make such demands. The World Bank is currently the co-chair of the donor group and leads in a number of key sectors. If the Bank disengages, other development partners will need to consider stepping into leadership roles. More significantly, these developments show how DAC donor expectations about levels of policy engagement and influence are being challenged.

One key issue affecting DAC-donor supported activity throughout 2010 was that of salary supplements for government officials. Effective from 1 January 2010, the government ruled to phase out previous payments in favour of a new regime. Donors argued that incentives in the new scheme work against mutual accountability. As the payments currently benefit

government officials with assigned responsibility for donor activities, this period was marked by disruption to program decision making and implementation. Several AusAID investments were affected. Donors have agreed to a transition arrangement, with phase out by mid 2012. As an alternative, efforts will focus on broader public administration, including salary, reform.

### Australian Development Assistance

Australia is the fourth largest bilateral donor to Cambodia: 2010-11 ODA is estimated to be AU\$68.1 million. This assistance is principally delivered by AusAID, but includes a number of other Australian government agencies such as: the Australian Centre for International Agricultural Research, the Australian Federal Police and the Attorney General's Department.

Bilateral programs are complemented by regional development assistance including a range of Association of Southeast Asian Nations and Mekong River Commission programs. These programs will support regional approaches to trade reform and water resource management challenges across the Mekong Basin.

## Results of Cambodia's program

The Cambodia Program utilises a Performance Assessment Framework (PAF) (Annex E) that provides milestones against which performance is annually assessed. As well as promoting rigour in judging program implementation, the PAF promotes strategic focus. The ratings presented in this section are a combination of: i) actual progress against milestones in 2010 and ii) future challenges/issues that could hinder progress. In 2010, progress was mixed (three green ratings, one amber, one red) across the five objectives. Of the 'Top 4' planned results for 2010 (Annex A) three were fully achieved and one partially achieved.

<i>Cambodia Development Goal: Accelerated growth in the value of national agriculture production</i>	
<b>Objective One</b>	<b>Rating (green)</b>
<b>Increased value of agricultural production and smallholder income in targeted provinces.</b>	<b>Will be fully achieved within the timeframe of the strategy</b>

*According to latest available data, 30 per cent of Cambodians lived in poverty in 2007, 90 per cent of whom were in rural areas. The Cambodian Government aims to reduce poverty to 19.5 per cent by 2015 by increasing agricultural production and diversifying economic activity. In 2010, the agriculture sector grew by 4.2 per cent, accounting for one third of Gross National Product. Rice production increased by about 5 per cent, mainly due to good weather and better access to quality fertilizers and seed. Even more growth in agriculture is required to meet the 2015 target, yet the sector faces constraints including: a lack of irrigation, poor quality input supplies, and a weak business environment that limits post-harvest processing and market access.*

To encourage growth in agriculture, in 2010 Cambodia adopted an ambitious plan to increase rice production and promote the export of milled rice. The plan complements the government's Strategy of Agriculture and Water approved earlier in the year.

Significant donor assistance will also be required, although the current share for the sector is small and declining (5 per cent of donor assistance shared in agricultural sector in 2009). Although most assistance is provided in support of Cambodian Government programs, both government and development partners recognise the private sector has a significant role to play. Donor assistance has been fragmented and so, as Co-Facilitator of the Technical Working Group on Agriculture and Water, Australia is leading to align and harmonise program planning and implementation.

The Cambodia Agricultural Value Chain (CAVAC) program is Australia's flagship program in agriculture. It is one of the largest bilateral programs in the sector, working with both government and the private sector to help smallholder farmers increase the value of their produce. In total, CAVAC will improve the productivity of up to 130,000 farmers by 2015.

CAVAC commenced in March 2010, but substantial progress in increasing agricultural productivity and farmer incomes is not expected until the end of 2012. Key achievements in 2010 include: mobilisation of the operational contractor and team; initiation of two agribusiness partnerships, including one to support farmer training; completion of two small scale irrigation infrastructure improvements that will enable over 1,500 farmers to cultivate additional crops during the dry season; initiation of ten small scale and three large scale research projects (focused on rice and vegetable production) and design of a fourth (focused on on-farm water use); completion of a comprehensive assessment of smallholder access to knowledge; and piloting of innovative approaches to farmer training and extension materials.

Government involvement was hampered by salary supplement issues. The first National Steering Committee for CAVAC was held in February 2011—an important breakthrough for program governance. Through a Trust Fund operation with the World Bank, AusAID also supported policy studies to improve seed sector performance and ensure high quality fertilizer is available to smallholder farmers. With this, the objective is on track to meet 2015 targets.

**Table 2: Strategy Objective Data**

<b>Annual Milestones Targets 2010</b>		
CAVAC Operational Contractor and program implementation team mobilised - 5 agribusiness partnerships initiated - 4 small-scale irrigation infrastructure improvements commenced - commencement of 10 new small-scale and 3 large-scale research activities - mechanisms to improve smallholder access to agricultural knowledge, technology and finance and strengthen institutional frameworks reviewed and/or piloted.		
<b>Estimated Expenditure 2010/11</b>	<b>A\$ million</b>	<b>% of bilateral program</b>
	7.40	16

<i>Cambodia Development Goal: Poor and vulnerable Cambodians will be increasingly protected against chronic poverty and hunger, shocks, destitutions and social exclusion and benefit from investments in their human capital</i>	
<b>Objective Two</b> <b>Increased food and livelihood security for the rural poor through social protection and landmine clearance</b>	<b>Rating (green)</b> <b>Will be fully achieved within the timeframe of the strategy</b>

*In Cambodia there are more than 350,000 food insecure households (1.7 million people). Seasonal flooding and drought along with poor rural employment opportunities are contributors to the high levels of malnutrition found by the 2010 Demographic and Health Survey. These are some of the challenges that underlie the need for social protection programs for the poor and vulnerable.*

Development partners support a substantial range of social protection activities however these have not been well coordinated. In 2010, the Cambodian Government along with a core group of development partners—including Australia—developed the National Social Protection Strategy (NSPS), formally endorsed by the government in March 2011. Work on the Identification of Poor Households (ID Poor) program—the main targeting mechanism—was slowed by the salary supplements issue. ID Poor is expected to achieve national coverage in 2011, pending the mobilisation of sufficient funding from development partners. Australia supports the NSPS through a World Bank Trust Fund. In 2010, the Fund supported technical

workshops on cash transfer and public works programs, a study about skills development for Cambodian youth, and an accuracy assessment of the ID Poor mechanism.

The National Mine Action Strategy outlines how Cambodia will meet its obligations under the Anti-Personnel Mine Ban Convention. To support alignment to the Strategy, a set of Partnership Principles was signed by the government and development partners in early 2011. Australia was the largest donor to the UNDP Clearing for Results Program Phase 1 (2006-10). In 2010, the program cleared 5.6 km<sup>2</sup> of land, exceeding the target by 10 per cent. More than half of this land is now used for agricultural production.

AusAID used two other program mechanisms to reach the most vulnerable. Australia contributed to the World Food Programme (WFP), which overall reached 800,000 Cambodians in 2010: rice was purchased to feed 578,000 school children, 145,000 farmers and labourers and 77,000 people affected by HIV/AIDS. Assistance provided through five NGO agreements supported rural development activities, resulting in: improved incomes and fewer months in which targeted households experienced food shortages; landmine clearance that will help 10,000 families to access agriculture, housing, irrigation and roads; and improved provision of clean water and sanitation. Cementing these achievements will need government support, community ownership of assets, and market access for farmers.

The 2010 milestones for this objective have been largely achieved. However, ongoing challenges concerning the capacity of government to implement the NSPS, and resources for the ID Poor program need careful ongoing management.

**Table 3: Strategy Objective Data**

<b>Annual Milestones Targets 2010</b>		
Support for the finalisation of a Social Protection Strategy - assessment of identification of the poor targeting system - design of cash-based social protection measures - food and livelihood security of 1.5 million vulnerable beneficiaries is improved - at least 5 square km of high priority land released through clearance or technical survey in support of local development priorities		
<b>Estimated Expenditure 2010/11</b>	<b>A\$ million</b>	<b>% of bilateral program</b>
	1.53	3

<i>Cambodia Development Goal: Progress towards the health MDGs with a focus on maternal and child health</i>	
<b>Objective Three</b>	<b>Rating (green)</b>
<b>Increased access to quality health services for the poor, women and children through improved health management</b>	<b>Will be fully achieved within the timeframe of the strategy</b>

*Cambodia is on track to achieve its health MDGs by 2015. According to early findings of the 2010 Cambodia Demographic and Health Survey, infant mortality decreased from 65 per 1000 live births in 2005 to 45 in 2010. The under-five mortality rate also dropped from 83 per 1000 live births in 2005 to 54 in 2010, surpassing the target of 75. The maternal mortality ratio is yet to be announced, but there has been significant progress in proxy indicators. Neonatal mortality and child nutrition, however, remain unchanged.*

Consistent with positive results in maternal mortality is increased access to health services in Cambodia. Almost 89 per cent of pregnant women received at least one ante-natal care consultation in 2010 and 71 per cent of births were attended by a trained health staff, up from 63 per cent in 2009 and 58 per cent in 2008. Of those living below the poverty line, 77 per cent are now protected by Health Equity Funds, which increasingly cover costs of hospital and other health services.

Improvements in health status can be attributed to overall economic development, significant donor support and ongoing efforts to improve health policy. Challenges remain related to a range of health system management issues. For example, greater central budget transparency is vital for progress on procurement, which accounts for 60% of government health spending.

Australia is the third largest donor in the sector, providing 30 per cent of external funding. USAID and the Global Fund also each provide around 30 per cent, mainly in vertical programs. Australia supports the government's Health Strategic Plan (HSP2) through the Second Health Sector Support Program (HSSP2), in which Australia and six other donors pool financing in a World Bank Trust Fund for government health service delivery. In 2010, joint planning, review and monitoring with government resulted in improved sector planning, implementation and disbursement of funds, from about 60 per cent to 83 per cent in 2010. Considerable scope remains for improved harmonisation between donors. The World Health Organization (WHO) leads on sector policy dialogue, but most discussion still occurs bilaterally.

Outside HSSP2, Australia plays an important role in filling gaps. Support for emergency obstetric care through UNFPA increased both use and quality of services, and is now incorporated into HSSP2. Support is provided through WHO for health human resource development. Australia leads in sexual and reproductive health, with support for long term contraceptives and safe abortion provided via a project implemented by Marie Stopes International. Given the sensitivity of the topic (even though legal in Cambodia) and the shortage of qualified staff, the National Program for Reproductive Health has been designed to be a parallel investment to HSSP2.

Through the HIV/AIDS Asia Regional Program, six sites are now offering harm reduction services in Cambodia. A methadone maintenance treatment clinic is operating, and five other centres offer needle/syringe programs. Over 33,000 service contacts were made in 2010.

In summary, 2010 milestones have largely been achieved but prospects for sustainability are weak. Programs responsible for MDG progress remain donor-funded with no sign of government willingness to share these costs.

**Table 4: Strategy Objective Data**

<b>Annual Milestones Targets 2010</b>		
Increased coverage of midwifery services to 1.35 secondary midwives per 10,000 population - <b>70% of births attended by trained health professionals</b> [Top 4 Result] - 80% coverage health equity funds - comprehensiveness of AOP- 6 sites offering harm reduction services		
<b>Estimated Expenditure 2010/11</b>	<b>A\$ million</b>	<b>% of bilateral program</b>
	20.10	43

<b>Cambodia Development Goal: Increased economic activity in targeted areas</b>	
<b>Objective Four</b>	<b>Rating (red)</b>
<b>Improved transport and energy infrastructure</b>	<b>Unlikely to be achieved within the timeframe of the strategy</b>

*Cambodia's economic growth is largely limited to cities, isolating rural areas—where the vast majority of poor people live—from local and international markets. Rural economies are constrained by inefficient, unstable and high cost transportation and energy services. Poor rural infrastructure has been identified as limiting Cambodia's ability to diversify and integrate its economy at both the national and regional level.*



The National Socio-Economic Development Plan identifies infrastructure as one of four focus sectors. From about US\$34 million in 2007, the Cambodian Government increased public spending to more than US\$163 million in 2010, but this is still only 1.3 per cent of GDP.

Australia is co-funding four infrastructure projects in Cambodia with the Asian Development Bank and the World Bank. Overall, progress of the projects in 2010 was poor due to mediocre contractor performance, limited capacity of implementation agencies and slow progress by the Cambodian Government on implementation of comprehensive social safeguard policies in accordance with project agreements. These issues were compounded by insufficient safeguard resourcing by the multilateral banks in-country. On top of significant delays on physical works, by late year resettlement issues dominated the portfolio, particularly the rail project. Significant management strain was placed on Post.

Rehabilitation of Railway in Cambodia: by May 2011 it was expected that rehabilitation of the southern section between Sihanoukville and Phnom Penh would be complete, however only 47 per cent is done. Quality issues remain and further delays are anticipated, mainly due to very poor performance of the rail rehabilitation contractor. AusAID is working closely with the ADB, the Cambodian Government and NGOs to improve resettlement outcomes.

Southern Coastal Corridor: the rehabilitation of 15km of the southern coastal road and construction of a cross border facility with Vietnam are expected to commence in the second half of 2011, 20 months behind schedule. In 2010, AusAID contributed to improving the design of the HIV/AIDS mitigation component. AusAID and the ADB encouraged the government to adopt safeguards for a Korean Export-Import Bank (KEXIM)-financed section of the same road; ADB is supporting KEXIM to strengthen its safeguard implementation.

Road Asset Management: had the best progress on 2010 objectives. Contracts for the maintenance of 263km of road have been awarded and are being implemented. Most positions have mobilised, and good progress has been made with the road safety component.

Rural Electrification and Transmission Project: the design and approval of AusAID supplementary financing for the project stalled due to a dispute between the implementing agency and development partners over procurement conditions. Future progress may depend on resolution of disputes between the World Bank and government.

Given progress to date and ongoing challenges the strategy objective is unlikely to be achieved.

**Table 5: Strategy Objective Data**

<b>Annual Milestones Targets 2010</b>		
complete rehabilitation of Southern Line railway [Top 4 Result]- begin rehabilitation of Northern Line - commencement of civil works (15km) of the Southern Coastal road, and construction of cross-border facilities in Prek Chak and Koh Kong - commencement of periodic maintenance of 950kms of national roads - design and approval of supplementary financing for rural electrification		
<b>Estimated Expenditure 2010/11</b>	<b>A\$ million</b>	<b>% of bilateral program</b>
	5.60	12

<p><i>Cambodia Development Goal: Increased individual rights and responsibilities in the justice system for juveniles and vulnerable groups</i></p> <p><b>Objective Five</b></p> <p><b>Improved capacity and commitment of courts, prisons, police and provincial authorities to function effectively and equitably (particularly in dealing with vulnerable groups)</b></p>	
	<p><b>Rating</b> (amber)</p> <p><i>Will be partly achieved within the timeframe of the strategy</i></p>



*The anti-corruption law was finally passed in 2010 and led to several high profile arrests. The Extraordinary Chambers of the Courts of Cambodia passed its first verdict. Yet the picture on justice in Cambodia is mixed, with the rights of some groups limited, including those affected by involuntary land evictions. A draft NGO and association law may affect freedoms of speech and association, particularly for human rights and advocacy groups. High levels of violence against women continue and are a major concern.*

Even with formal commitments by government, the Legal and Judicial Reform Strategy has gained little traction. Australia remains the largest donor in the sector, with the Cambodian Criminal Justice Assistance Program (CCJAP) the flagship intervention. A Mid Term Program Review was undertaken in February and found that despite some good results, counterpart commitment was varied and that CCJAP had not led to expected systemic change. In response, CCJAP refocused to areas of greatest community impact with strong and potential government support to scale up: community safety and prisons. Also in 2010, CCJAP moved from a reliance on international advisers to an approach where local advisers provide most support reflecting capacity development gains and in line with the AusAID Adviser Review.

**Crime prevention and community safety (CPCS):** CPCS was considered to be the most effective CCJAP intervention by the Independent Mid Term Review. In 2010, elements of a pilot local CPCS planning approach were adopted by district authorities nationwide and a national domestic violence plan was adopted as policy. In pilot areas almost 60 per cent of respondents perceived a significant decrease in crime. The community safety mean score (where 1=very unsafe and 10=very safe) in target districts increased from 6.79 in 2007 to 7.58 in 2010. Better law enforcement, police visibility at night and improved relations between police and communities are cited as key contributing factors. On domestic violence, village leaders and local police were seen as more likely to intervene in domestic disputes before they turn violent.

**Courts:** Better cooperation between police, prisons and courts was the result of joint monthly meetings in partner provinces. The meetings coordinate on pre-sentencing, early release and ensuring prisoners are not in prison longer than sentenced. The number of male juveniles in excessive pre-trial detention in target provinces dropped from 85 in 2007 to 21 in 2010. Based on this success, the Ministry of Justice extended the mechanism to all provincial courts in 2010. In addition, Australia support to the Cambodian Court of in 2010 enabled the Court to adopt a new case management system, reducing excessive pre-appeal detention cases to zero, from 359 in 2008.

**Prisons:** Rehabilitation of prison infrastructure, coupled with management reforms has led to significant improvements in conditions. Prisoners in rehabilitation programs increased by 30 per cent from 2473 in 2008 to 3207 in 2009, to 3217 in 2010 (25 per cent of the total prison population). In addition, the daily time out of cells increased from 1 to 4 hours. Based on approaches modelled with Australian funding, Government has also invested its funds in some national and provincial prisons to improve infrastructure for human rights.

**Police:** A 2008 change in leadership has seen increased interest in improving the professionalism of the Cambodia National Police (CNP) and its relations with the public. With support from an embedded Australian Federal Police Officer, CCJAP has supported the introduction of a national system for collecting crime statistics. A positive indicator of government ownership is CNP efforts to take this pilot to a national scale, using their own resources. A new Police Act is under preparation with Australian support, although local political sensitivities will require a careful consultation process.

Based on current progress against milestones, the strategy objective will be partially achieved.

**Table 6: Strategy Objective Data**

<b>Annual Milestones Targets 2010</b>		
improved community safety in targeted districts with specific focus on vulnerable group - <b>increased number of female and male prisoners in rehabilitation programs in partner province and national prisons [Top 4 Result]</b> - case management system implemented in the Court of Appeal - crime data pilot evaluated, system revised and rolled out to partner province - community policing pilot established and CNP policy drafted – the facilitation role of prosecutor improved – police, court, prison coordination meeting strengthened		
<b>Estimated Expenditure 2010/11</b>	<b>A\$ million</b>	<b>% of bilateral program</b>
	4.80	10

## Scholarships

In 2010, 40 scholarships were provided to Cambodian students to study in Australia, a significant increase from 25 in 2009 **[Top 4 Result]**. The Australian Development Scholarships were targeted to country strategy priority sectors.

Noting the importance of the private sector and civil society in Cambodia's development, Australia increased the awards from 5 in 2009 to 20 for open category in 2010. This made 20 places available for civil servant awardees and another 20 available for private sector and non-government awardees. Australia reinforced the reintegration process for returnees to their original workplaces by facilitating return home events with nominating agency supervisors.

The majority of scholars have been men although the program aims for gender parity. In 2010, English language training for 60 women civil servants sought to boost their competitiveness.

It is expected that this will result in higher levels of successful applicants in 2011.

## Gender

In 2010, there were limited, but significant, outcomes for women in our programs.

In agriculture, CAVAC developed a gender strategy to advance equality in access to resources and decision making.

In the health sector, we identified complacency on gender amongst government and donors because of the priority focus on Maternal and Child Health. To help address this weakness, AusAID led agreement amongst government and partners on a joint gender analysis of the health sector. Support for implementation will be a focus in 2011.

In the justice sector, Gender Mainstreaming Action Groups in all justice-sector partner agencies were trained. Implementation of work plans contributed to improved community and police attitudes and activities to reduce domestic violence. Forums and training provided to Cambodian National Police (CNP) Gender Working Group offered members, especially women, a safe place to voice concerns and empowered them to seek greater gender equality in the CNP. The forums provided an opportunity for the CNP executive to show their support; it is expected that next year there will be more women in executive positions.

## Disability Inclusive Development

Cambodia is one of two focus countries in Asia piloting implementation of the 'Development for All: Towards a disability-inclusive Australian aid program 2009 – 2014' (DfA) strategy. The program uses a twin-track approach: disability inclusive development (DID) and supporting disability specific activities.

Support to DID in Cambodia has primarily been through the Australian Red Cross managed Landmine Survivor Assistance Program (LSAP). In 2010 the program provided 1,013 prosthetics to landmine survivors and provided 6030 clients with physical rehabilitation

services. Five hundred and ninety-six children with disabilities were supported to go to school, over 25,000 people took part in disability awareness campaigns and 54,000 in mine risk education. Two hundred and six beneficiaries were provided with microloans with 70 per cent reporting an improved income.

Cambodia also receives support under the Avoidable Blindness Initiative. In 2010 eye health care initiatives were expanded in Cambodia; 65,000 eye health education materials were produced and 7,668 cataracts and other sight-saving operations were conducted.

In 2010, management resources were strengthened through employment of a regional disability specialist (based in Phnom Penh) and identifying an Asia Division Focal point (located in Canberra). A comprehensive Disability Situational Analysis for Cambodia was developed that outlines gaps and opportunities, and proposes support for DID-specific activities consistent with objectives of the Disability Budget Measure.

## Quality of aid activities

In 2010, 17 out of 21 initiatives (81 per cent) had Quality at Implementation (QAI) reporting, representing 88 per cent of the total 2010-11 budget. The overall quality of initiatives in 2010 is higher than in 2009 for relevance, effectiveness, and efficiency but is lower in monitoring and evaluation, sustainability and gender equity.

Monitoring and evaluation frameworks are an ongoing quality challenge. In some programs, such as Infrastructure and Justice (CCJAP), not enough priority has been placed on M&E. In 2011, the focus on funds disbursed needs to be balanced with monitoring of the quality of outcomes achieved.

The sustainability of activities is also a concern. Despite some progress in aligning with Government systems, the overall environment is not favourable. This, combined with high levels of fiduciary risk, prevents movement from program based approaches to genuine SWApS (as in health); and from project to program-based approaches (as in agriculture and law and justice). Broad budget support is not currently considered in this context.

**Table 7: Average quality rating 2009 and 2010**

Name	Relevance	Effectiveness	Efficiency	Monitoring and Evaluation	Sustainability	Gender Equality
Average Rating 2009	4.8	3.6	3.6	4.2	3.7	4.4
Average rating 2010	5.0	3.9	3.9	3.9	3.8	4.1

## Management Consequences

*Australia's Strategic Approach to Aid in Cambodia* was released in December 2010. The Australia-Cambodia Statement of Commitment should be signed following the Independent Review of Aid Effectiveness. Over five years of expected budget growth, Australia will focus on: rural development, health, infrastructure and justice. Australia will continue to build influence and engage in high level policy dialogue to contribute to positive outcomes for the poor in these sectors.

In order to ensure effective focus in these target areas, the development program may need to reduce the current level of fragmentation and number of activities. Continued investment in the ECCC and regional activities will be likely.

There is no single level of fragmentation that is best for all circumstances – in some sectors it will be appropriate to have a single initiative; in others Australia will need to work with a number of smaller initiatives to ensure that our aid can be effective in improving results for the poor. In addition to analysis for the development of delivery strategies, the program will also commission a fragmentation study to ensure that Australia's increasing aid program remains focused and manageable.

Development of delivery strategies for key thematic areas under the strategy will begin in 2011. Priority will be given to health and justice as current programs finish in early 2012. Outside focus areas we continue to manage a small grants scheme and an increasing volunteer program (75 volunteers in 2010 with increases to 100 expected in 2011).

The new strategy identifies a need to look beyond our traditional focus on central government institutional reform to measures that work with the community and local partners to directly benefit the poor. New partnerships with the government, development partners and civil society will be pursued to support sustainable development outcomes for the poor. A new NGO Partnership in the Mekong Region will support these endeavours.

#### *Working with Government*

Cambodia is moving towards greater decentralisation and deconcentration of government, presenting significant challenges as well as opportunities. We are looking to better link our programs to sub-national levels. While there is optimism about the improving effectiveness of the government, ongoing corruption and low bureaucratic capacity mean it is not yet viable to provide large-scale direct budget support. Options that take steps towards working in partner systems are being explored. We will continue with fiduciary risk assessments which underpin use of partner government systems.

In 2011, Cambodia will be preparing for the 2012-13 local and national elections. Public and civil society participation in decision making is limited. In 2011, Australia will continue to encourage open and transparent involvement in public policy development and decision making.

#### *Donor Relations*

The changing donor landscape has implications for our engagement in Cambodia, with partners increasingly looking to Australia to lead in key sectors. In agriculture and health we play a major role. In justice we are the main donor and have been asked to take a "champion" role in social protection. Reduced World Bank involvement and the expansion of aid programs by non traditional development partners mean that we will need to plan for different eventualities. Within these opportunities, it will be important to maintain strategic focus. Even with a modest increase in staffing, it is not feasible to lead in all sectors, nor is it desirable. We will also need to further develop our strategy for how we engage with non-DAC donors.

Donor commitment to the Accra Agenda and the Paris Declaration in Cambodia is mixed. Donors are increasingly aligned with government priorities and systems, but remain fragmented. We will continue to support harmonised multi-donor coordination mechanisms where possible, especially in agriculture and health, including our facilitation of technical working groups. Australia has a delegated cooperation agreement to manage the UK

government investments in the health sector. Under this arrangement DFID provides 50% of the salary for the AusAID health adviser until 2013.

#### *Safeguards*

The issues presenting on infrastructure highlight the need for social and environmental safeguards to be applied consistently and effectively across all our programs. Beyond road and rail investments, we will need to ensure that AusAID program staff understand the issues and consider them in the design and management of activities.

AusAID cannot wholly transfer responsibility for execution or risk management to implementing or co-financing partners. We will work closely with the ADB and government to ensure satisfactory resolution. Managing these complex issues has had serious workload implications. Additional resources are urgently required. A short term A-based officer will be placed at Post to provide additional capacity. A resettlement adviser for Post will also be recruited. This adviser will work closely with the proposed Infrastructure Adviser located at the regional hub. A new internal networking group will facilitate information sharing across Mekong programs and ensure consistency when dealing with the multilateral development banks.

#### *Disability Inclusive Development*

In 2011, the Cambodia program will commence implementation of agreed options from the Disability Situational Analysis. In addition, further analysis will be undertaken to identify practical ways to integrate disability within existing sectoral programs.

#### *Gender*

AusAID's Cambodia program will develop a Gender Action Plan in 2011. Gender focal points have been identified at Post and in Canberra. The program will move to ensuring AusAID-support is integrated into the existing Government and/or donor gender working group within the relevant sector rather than creating independent project-led activities. Work on Gender-Based Violence will be integrated into the proposed new justice program, which will also allow the program to better engage with the Ministry of Women's Affairs to help influence other sector ministries.

#### *Scaling up*

Cambodia's development needs remain high in sectors where Australia has experience and comparative advantage. There is room for Australia to do more due to the departure of other donors as well as the growing capacity of both the Cambodian Government and the private sector. Emerging strong and reform-minded leadership at decentralised levels provides further options for scale up and delivery of aid to communities.

The Cambodia Program is in a good position to deliver an expanded program. The development of delivery strategies for health and justice, design of a new NGO program, and reviews of infrastructure programs during 2011 can all inform future programming. Clarity on future funding levels is needed along with a pipeline for increasing expenditure in focus sectors. There are risks however, in expansion. Weak budget transparency, fungibility of program funds and poor public financial management are well-known examples. Policy dialogue and donor coalitions on these issues must be strengthened.

The Post is seen to be well-managed, but staff are overworked. The current staff profile will not support scale up as well as meet expectations on policy analysis and program performance assessment. The Cambodia program is seeking an additional ongoing A-based position

through the 2011-12 Business Unit Planning process. A new O-based senior program officer to support increased engagement with civil society and management of an expanded volunteers program, and an administration officer to strengthen the program's capacity to manage corporate issues including risk management and fraud, are also proposed.

With a growing budget, but limited administrative capacity, AusAID is considering delegating development cooperation to other donors, where technical and relationship advantages exist.

### *Performance Management*

Greater importance needs to be placed on performance management by improving the evidence base for decision making. With a finalised country strategy, work will be done on strategy objectives, establishing indicators to measure progress, and setting final 2015 targets. The development of delivery strategies and new programs will allow for a thorough review of monitoring systems; coupled with this is a commitment to strengthen government systems from which data will be drawn. The program will also increase lesson sharing amongst staff.

### **Specific Management Consequences**

**Strategy Objective 1a: Increased value of agriculture production and smallholder income in targeted provinces.**

CAVAC's capacity to achieve key milestones during 2011 will depend on ensuring that the National Steering Committee approves work plans in a timely manner.

AusAID will lead in mobilizing technical assistance to advise government and development partners on implementation of the Strategy of Agriculture and Water, including the feasibility of program approaches. Greater coherence between agriculture, rural development and social safety net activities will also be pursued. AusAID will strengthen linkages between CAVAC, the World Bank Trust Fund, and Strategy on Agriculture and Water at both the policy and operational levels.

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#### **Annual Milestones Targets 2011**

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7 agribusiness partnerships initiated - 7 irrigation schemes rehabilitated - 4 large scale research programs generating preliminary results- 4,000 farmers trained- progress against selected agricultural system indicators (behaviour change, signs of ownership).

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**Strategy Objective 1b: Increased food and livelihood security for the rural poor through social protection and landmine clearance**

Australia will work closely with government and development partners to provide technical advice and financial support for the initial implementation of the National Social Protection Strategy, and possibly the ID Poor program. Dependent on the World Bank's suspension of new loans, consideration must be given to alternatives. There is an opportunity for Australia to take on a stronger role in social protection to support Cambodian Government-led approaches. By the end of 2011, AusAID will develop—in consultation with government and partners—a cross-sectoral delivery strategy to guide future scale up in its agriculture and social protection work.

AusAID will continue to support land mine clearance through the UNDP Clearing for Results Phase 2 (2011 – 2015). We will also continue to support the WFP through our Multilateral Regular Contribution. The proposed new regional NGO program will address food and livelihood security for the most vulnerable in selected areas and complement Australia's existing investment in agriculture and mine clearance.

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**Annual Milestones Targets 2011**

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Endorsement social protection strategy - Conditional cash transfer pilot- Public works pilot - ID poor targeting assessment - Farmer organization study WFP – 800,000 households - New NGO program design - Land clearance - Impact assessment complete- Baseline survey complete

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**Strategy Objective 2: Increased access to quality health services for the poor, women and children through improved health management**

The health sector faces immense challenges which are only now beginning to be fully recognised. Urgent questions will need to be asked in 2011 about the government reform effort and the role of donors. Australia (who also represents UK in health through our delegated aid arrangement) will need to demonstrate greater leadership.

Australia and partners will engage with MOH on key areas of reform. This will include: transparency of health budget with a focus on procurement; funding directed to the sub-national level where services are delivered; harmonisation between MOH planning/budgeting and wider RGC systems; public-private partnerships; and salary reform. Dialogue with MOH and development partners will cover the supply driven nature of donor support in the sector and fragmentation of donor effort. While HSSP2 will remain the mainstay of Australian funding in 2011, AusAID will also explore opportunities for service delivery support at the provincial level. Australia will take a lead role in a gender review of the health sector (as part of HSSP2 mid-term review. Australia will boost health advisory support for the Cambodia program both in-country and from Canberra.

The Cambodia program will develop a health Delivery Strategy. The mid-term program review of HSSP2 as well as results of the 2010 Demographic and Health Survey will inform thinking. Government and donor partners will be actively engaged.

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**Annual Milestones Targets 2011**

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x% coverage of midwifery services - 70% of births attended by trained health professionals - 80% coverage health equity funds - Comprehensiveness of AOP - % of RGC health expenditure at the provincial level or below - HSSP2 joint programming agreement amended to reflect agreed recommendations of HSSP2 MTR

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**Strategy objective 3: Improved transport and energy infrastructure**

Slow progress and poor quality of civil works as well as ongoing safeguard issues in the infrastructure portfolio will require close management attention throughout 2011, particularly on the railway project. Additional resources at Post will be allocated. AusAID (at various levels) will need to continue to work closely with the ADB and the World Bank to ensure effective outcomes. Our monitoring should include stakeholders, including affected households and NGOs.

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**Annual Milestones Targets 2011**

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Completion of southern line (August) and civil works commence on northern line - Expanded income restoration program commence (rail project) - Commencement of civil works on (rescoped)southern coastal road and HIV/people trafficking program - periodic maintenance of 70km of road complete - commencement of rural electrification civil work

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**Strategy Objective 4: Improved capacity and commitment of courts, prisons, police and crime prevention activities (particularly for vulnerable groups)**

The 2010 ODE review of law and justice, as well as the review of CCJAP will inform the writing of the Justice Delivery Strategy in 2011. Assessments of prison overcrowding, access for justice for people with disability and the sector's M&E systems will also be commissioned. A design mission is planned for mid 2011, to ensure continuity. CCJAP will focus on the most effective interventions, especially community level support. Embedding these interventions into local government planning and budgeting arrangements is a priority.

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**Annual Milestones Targets 2011**

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Improved community safety in targeted districts with specific focus on vulnerable group - Alternative sentencing approach established (to address overcrowding) - Crime database rolled out nationwide - Police act draft submitted - All capital works completed/handover to RGC

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## ANNEX A

### Top 4 Results: 2010

Goal: Increased access to quality health services for the poor, women and children, progressing towards the health MDGs.

Strategy objective: Improved RGC management, financing, monitoring and evaluation systems for health service delivery

**Result 1:** 70% births in Cambodia attended by trained health staff. (63% in 2009) **(ACHIEVED)**

Goal: Increased individual rights and responsibilities in the justice system for juveniles and vulnerable groups

Strategy objective: Improved capacity and commitment of courts, prisons, police and provincial authorities to function effectively and equitably (particularly in dealing with vulnerable groups).

**Result 2:** Increased number of female and male prisoners in rehabilitation programs in partner province and national prisons (3207 prisoners were in rehabilitation in 2009 representing 25% of the prison population) **(ACHIEVED)**

Goal: Rehabilitation and construction of physical infrastructure

Strategy objective: Improved transport infrastructure to support economic growth and regional integration.

**Result 3:** Complete rehabilitation of 260km southern section of Cambodian national railway from Phnom Penh to Sihanoukville **(NOT ACHIEVED)**

**Result 4:** Deliver 40 ADS bilateral scholarships in 2010 in line with the Foreign Minister's commitment to double ADS scholarships to 50 by 2013-14 which will enhance Cambodia's human resource capacity (25 ADS scholarships delivered in 2009) **(ACHIEVED)**

### Top 4 Results 2011

Goal: Accelerated growth in the value of national agricultural production

Strategy objective 1a: Increased value of agricultural production and smallholder income in targeted provinces

**Result 1:** Additional 10,000 hectares of land with access to irrigation, enabling dry season rice cultivation by 5,000 smallholder farmers

Goal: Progress towards the health MDGs with a focus on maternal and child health

Strategy objective 2: Increased access to quality health services through improved health management

**Result 2:** 78% births in Cambodia attended by trained health staff. (70% in 2010)

Goal: Increased economic activity in targeted areas

Strategy objective 3: Improved transport and energy infrastructure

**Result 3:** Complete rehabilitation of 260km southern section of Cambodian national railway from Phnom Penh to Sihanoukville

Goal: Increased individual rights and responsibilities in the justice system for juveniles and vulnerable groups

Strategy objective 4: Improved management of courts, prisons, police and crime prevention activities (particularly for vulnerable groups).

**Result 4:** National crime database available. Court Register used nationwide.

## ANNEX B

**Table 8: Quality at implementation or completion in 2010 of some initiatives in Cambodia's aid program**

Name of initiative or activity	Financial approval (AUD)	Relevance	Effectiveness	Efficiency	Monitoring & evaluation	Sustain-ability	Gender Equality
Agriculture and Rural Development							
Cambodia Agriculture Value Chain Program	7.4 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
CDRI Water Resource Management	0.7 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Food and Livelihood Security							
DPO Smallholder Agriculture and Social Protection	0.0 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Clearing for Results 2006 - 2011	0.1 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Landmine Survivor Assistance Program 2007 - 2009	0.0 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Aust-Cambodia NGO Cooperation Agreements Implement	0.4 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Community Development Fund (CDF)	0.9 m	Not required (non-monitorable activities)					
Health Service Delivery							
Cambodia Delivering Better Health	20.5 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Law and Justice							
Cambodia Criminal Justice Assistance Initiative	4.8 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Support to Khmer Rouge Tribunal	3.9 m	QAI exemption approved by delegate					
Infrastructure							
Southern Coastal Corridor Cambodia	0.8 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Cambodia Road Asset Management Project	1.8 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Rehabilitation of the Railway in Cambodia	3.0 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Cambodia Rural Energy Services Project	0.0 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Cross Cutting							
Cambodia - ADS	3.2 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Cambodia Public Financial Management	0.0 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Demand for Good Governance	0.0 m	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

Definitions of rating scale:

Satisfactory (4, 5 and 6)

= 6 = Very high quality

= 5 = Good quality

= 4 = Adequate quality; needs some work

Less than satisfactory (1, 2 and 3)

= 3 = Less than adequate quality; needs significant work

= 2 = Poor quality; needs major work

= 1 = Very poor quality; needs major overhaul

Note: The above ratings are provided for only aid activities with total funding approval of more than \$3 million. na Not available.

**Table 9: QAI Summary Performance 2010**

Total Initiatives	21
QAI's completed:	17
QAI's Exempted	4
Outstanding QAI's	0%

Quality Rating	Relevance	Effectiveness	Efficiency	M&E	Sustainability	Gender Equality
6	1	0	0	0	0	0
5	15	2	6	6	2	4
4	1	13	5	4	9	11
3	0	1	5	7	6	1
2	0	1	1	0	0	1
1	0	0	0	0	0	0
<b>Total</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
<b>Unsatisfactory (1,2,3)</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>2</b>
% of QAI's	0%	12%	35%	41%	35%	12%
<b>Satisfactory Achievement (4,5,6)</b>	<b>17</b>	<b>15</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>15</b>
% of QAI's	100%	88%	65%	59%	65%	88%
<b>Special Category - Requires Improvement (1,2,3,4)</b>	<b>1</b>	<b>15</b>	<b>11</b>	<b>11</b>	<b>15</b>	<b>13</b>
% of QAI's	6%	88%	65%	65%	88%	76%

Satisfactory (4, 5 and 6)

6	Very high quality
5	Good quality
4	Adequate quality; some work to improve needed

Less than satisfactory (1, 2 and 3)

3	Less than adequate quality; needs significant work
2	Poor quality; needs major work to improve
1	Very poor quality; needs major overhaul

## ANNEX C

Australia's Strategic Approach to Aid in Cambodia 2010-2015 Performance Assessment Framework					
RGC development outcomes 2015	GOA country strategy objectives 2015	Strategy objective indicators	2010 Milestones	2011 Milestones	Government of Australia assistance
<b>Rural Poverty Reduction through Agricultural Development</b>					
<i>Accelerated growth in the value of national agricultural production</i>	<b>1a. Increased value of agricultural production and smallholder income in targeted provinces.</b>	<ul style="list-style-type: none"> <li>• 120,000 poor women and men farmers reporting rice and vegetable yields increased by 7%</li> <li>• 30,000 hectares of land under improved water management and irrigation</li> <li>• RGC and development partners implementing the Government's Strategy for Agriculture and Water in a harmonised and aligned manner</li> </ul>	<ul style="list-style-type: none"> <li>• CAVAC Operational Contractor and program implementation team mobilised.</li> <li>• 5 agribusiness partnerships initiated which will lead to improved availability of quality inputs and access to processing and final markets.</li> <li>• 4 small-scale irrigation infrastructure improvements commenced which will lead to increased area under irrigation.</li> <li>• Commencement of 10 new small-scale and 3 large-scale research activities.</li> <li>• Mechanisms to improve smallholder access to agricultural knowledge, technology and finance and strengthen institutional frameworks reviewed and/or piloted.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 agribusiness partnerships initiated which will lead to improved availability of quality inputs and information for farmers as well as access to processing and final markets.</li> <li>• 8 irrigation infrastructure improvements completed, giving up to 10,000 hectares of land access to irrigation and allowing up to 5,000 farmers to plant additional crops during the dry season.</li> <li>• 4,000 farmers trained.</li> <li>• Farmer organisation study completed.</li> <li>• Roadmap for implementation of the Government's Strategy for Agriculture and Water initiated.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Cambodia Agricultural Value Chain Program, Australia's flagship agricultural development program in Kampong Thom, Takeo and Kampot</li> <li>• Analytical support for the implementation of policy and institutional reforms and the design and evaluation of pilot activities addressing priority constraints in smallholder agriculture through the World Bank.</li> </ul>
<i>Poor and vulnerable Cambodians will be increasingly protected against chronic poverty and hunger, shocks, destitution and social exclusion and benefit from investments in their human capital</i>	<b>1b. Increased food and livelihood security for the rural poor.</b>	<ul style="list-style-type: none"> <li>• Social protection systems strengthened through improved targeting and safety net support for the poor.</li> <li>• Increased food security of vulnerable households through targeted food assistance and livelihood interventions.</li> <li>• Substantial progress on clearance of land mines/UXO in priority areas, releasing at least 35 square kilometres of land to poor communities for livelihood purposes</li> </ul>	<ul style="list-style-type: none"> <li>• Support provided to the RGC for the finalisation of a National Social Protection Strategy</li> <li>• Assessment of the identification of the poor targeting system</li> <li>• Design of cash-based social protection measures.</li> <li>• The food and livelihood security of 1.5 million vulnerable beneficiaries is improved.</li> <li>• At least 5 square kilometres of high priority land released through clearance or technical survey in support of local development priorities. Significant amounts of previously suspected land released through the conduct of a Baseline Survey to clarify the remaining extent of the mine problem in 8 districts.</li> </ul>	<ul style="list-style-type: none"> <li>• Endorsement of the National Social Protection Strategy.</li> <li>• Identification of the poor households targeting mechanism assessed.</li> <li>• The food security of over 800,000 vulnerable men and women is improved.</li> <li>• Design of a new NGO partnership initiated.</li> <li>• At least 6 square kilometres of high priority land released through clearance or technical survey in support of local development priorities. Significant amounts of previously suspected land released through the conduct of a Baseline Survey to clarify the remaining extent of the mine problem in 21 districts.</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical support for the implementation of policy and institutional reforms and the design and evaluation of pilot activities addressing priority constraints in social protection through the World Bank.</li> <li>• World Food Program's food aid operations including school feeding and take-home rations, food assistance for people living with HIV/AIDS and tuberculosis patients and food for work to build rural roads and irrigation infrastructure.</li> <li>• UNDP's Clearing for Results program.</li> <li>• NGO partnerships which are improving the livelihood security of poor communities.</li> <li>• Cambodia Initiative for Disability Inclusion activities that improve livelihood and food security of vulnerable people with disabilities and their families.</li> </ul>

RGC development outcomes 2015	GOA country strategy objectives 2015	Strategy objective indicators	2010 Milestones	2011 Milestones	Government of Australia assistance
<b>Health Service Delivery</b>					
<i>Increased access to quality health services for the poor, women and children, progressing towards the health MDGs.</i>	<b>2. Improved RGC management, financing, monitoring and evaluation systems for health service delivery</b>	<ul style="list-style-type: none"> <li>• number of births attended by trained health staff</li> <li>• coverage of Health Equity Funds and Community Based Health Insurance</li> <li>• number of sites offering harm reduction services</li> </ul>	<ul style="list-style-type: none"> <li>• 70% of births attended by trained health professionals</li> <li>• 80% coverage health equity funds</li> <li>• 6 sites offering harm reduction services</li> </ul>	<ul style="list-style-type: none"> <li>• 70% of births attended by trained health professionals</li> <li>• 80% coverage health equity funds</li> <li>• 6 Needle &amp; Syringe Program sites, 1 MMT site</li> </ul>	<ul style="list-style-type: none"> <li>• .Harmonise with other donor partners in the Second Health Sector Support Program through the Joint Partnership Interface Group.</li> <li>• Align with RGC's National Strategic Plan for Health 2008-2015 and National Strategic Plan for Illicit Drug Related HIV 2008-2010, and support linkages to the national Public Financial Management and Administrative Reform program</li> <li>• Support complementary activities with multilateral and bilateral agencies, NGOs and universities that provide evidence or pilot new methods for inclusion in HSSP2 and harm reduction activities.</li> <li>• Policy, advocacy and technical engagement in the joint RGC-donor Health Technical Working Group.</li> </ul>
<b>Infrastructure</b>					
<i>Increase economic activity in targeted areas</i>	<b>3. Improved transport and energy infrastructure</b>	<ul style="list-style-type: none"> <li>• Higher traffic volume on improved rural roads</li> <li>• Lower passenger and freight vehicle operating costs, travel times on improved rural roads</li> <li>• Increase in number of rural households benefiting from electricity provision</li> <li>• Improved arrangements for infrastructure operations and maintenance</li> <li>• National railway for freight is operational competitively with national road transports</li> </ul>	<ul style="list-style-type: none"> <li>• Complete rehabilitation of the Southern Line railway and begin the rehabilitation of the Northern Line</li> <li>• Commencement of civil works (15km) of the Southern Coastal road, and construction of cross-border facilities in Prek Chak and Koh Kong</li> <li>• Commencement of periodic maintenance of 950kms of national roads</li> <li>• Finalisation of the design and approval of supplementary financing for rural electrification project</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of southern line (August) and civil works (track) commence northern line</li> <li>• Expanded income restoration program commence (rail project)</li> <li>• Commencement of civil works southern coastal road (rescoping) and HIV/people trafficking program</li> <li>• periodic maintenance of 70km of road complete</li> <li>• commencement of rural electrification civil works</li> </ul>	<ul style="list-style-type: none"> <li>• Southern Coastal Corridor Project (ADB)</li> <li>• Road Asset Management Project (ADB)</li> <li>• Rural Electrification and Transmission project (World Bank)</li> <li>• Rehabilitation of the Railway in Cambodia Project (ADB)</li> </ul>

RGC development outcomes 2015	GOA country strategy objectives 2015	Strategy objective indicators	2010 Milestones	2011 Milestones	Government of Australia assistance
<b>Law and Justice</b>					
<i>Increased individual rights and responsibilities in the justice system for juveniles and vulnerable groups.</i>	<b>4. Improved capacity and commitment of courts, prisons, police crime prevention activities (particularly for vulnerable groups).</b>	<ul style="list-style-type: none"> <li>• Improved community safety in target districts</li> <li>• Improved management capacity in MOJ, Courts, CNP and Glop</li> <li>• Increased reporting of violence and sexual violence offences in partner provinces.</li> <li>• Improved court processes, including reductions in excessive pre-trial detention</li> <li>• Increased implementation of the corrections management system for safe, secure and humane treatment of prisoners</li> <li>• Improved PCP coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Improved community safety in targeted districts with specific focus on vulnerable group</li> <li>• Increased number of female and male prisoners in rehabilitation programs in partner province and national prisons</li> <li>• Case management system implemented in the Court of Appeal</li> <li>• Crime data pilot evaluated, system revised and rolled out to partner province</li> <li>• Community policing pilot established and CNP policy drafted</li> <li>• The facilitation role of the prosecutor improved, Police, Court, prison Coordination Meeting strengthened</li> </ul>	<ul style="list-style-type: none"> <li>• Improved community safety in targeted districts with specific focus on vulnerable group</li> <li>• Alternative sentencing approach established (to address overcrowding)</li> <li>• Crime database rolled out nationwide</li> <li>• Police act draft submitted</li> <li>• All capital works completed/handover to RGC</li> </ul>	<ul style="list-style-type: none"> <li>• Through CCJAPIII to Jan 2012 support to courts, police, prisons, provincial authorities and NGOs to improve criminal justice with a focus on the needs of juveniles and women ()</li> <li>• Collaborate with the Australian Federal Police and the Attorney General's Dept to support police reform (through CCJAPIII and regional trans-national crime activities).</li> <li>• Harmonise with other donors (DANIDA, through CCJAP) to develop planning, monitoring and evaluation systems for the Legal and Judicial Reform Strategy.</li> <li>• Technical support to the RGC Council for Legal and Judicial Reform to coordinate donor and government inputs towards Legal and Judicial Reform Strategy objectives.</li> <li>• Policy and technical engagement in the Legal and Judicial Reform Technical Working Group.</li> <li>• Support to the Extraordinary Chambers of the Courts of Cambodia</li> </ul>