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Executive Board  
Third Regular Session

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# PROJECTS FOR EXECUTIVE BOARD APPROVAL

## Agenda item 8

***For approval***



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## PROTRACTED RELIEF AND RECOVERY OPERATION— CAMBODIA 6038.01

### Food Aid for Recovery and Rehabilitation

Number of beneficiaries	1,438,334 (yearly average)
Female:	726,467
Male:	711,867
Year 1:	1,629,300
Year 2:	1,502,300
Year 3:	1,183,400
Duration of project	Three years (1 January 2001-31 December 2003)

Cost (United States dollars)	
WFP food cost	35,991,957
Total cost to WFP	58,301,454
Total cost	58,301,454

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# Note to the Executive Board



**This document is submitted for approval by the Executive Board.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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# Executive Summary

Cambodia is emerging from 30 years of warfare and displacement. Much of its population of 12 million remains vulnerable to economic threats posed by unequal access to goods, basic services, education, employment and, in many areas, food. The border areas in particular remain fragile and heavily land-mined as previous rebel strongholds are brought into the mainstream political economy. The poor purchasing power and remoteness of the rural population, which is the majority, exacerbate food insecurity. More than 40 percent of the rural population live below the poverty line.

Social support systems are deficient, which has serious repercussions on health, education and social assistance services. The country's Human Development Index (HDI) of 0.509 is one of the lowest in Asia and the rate of malnutrition is extremely high.

From providing relief assistance in the early 1990s, WFP increasingly moved to village-based food-for-work (FFW) assistance in targeted areas. In line with WFP's Mission Statement, the broad goal of the protracted relief and recovery operation (PRRO) expansion 2001-2003 is sustained food security for the hungry poor through targeted interventions in post-conflict Cambodia. There will be greater concentration on those geographical areas identified by WFP as the most food-insecure.

Income- and employment-generating projects based on food for work will be combined with commune-based social support activities, thereby increasingly targeting the most vulnerable. While FFW activities help to rehabilitate devastated infrastructure, social support interventions will promote basic primary and non-formal education, skills training, and activities related to health support, reproductive health education and community outreach. In addition, they will assist vulnerable groups including street children, amputees and orphans. Gender-sensitivity is a prerequisite for WFP assistance, which will also incorporate the two programme components of advocacy and capacity-building within all planned activities.

This programmatic approach will be linked with complementary rural development projects. In addition, WFP collaborates closely with the Government's local planning process through which communes plan the use of resources. In WFP's quest for increased community participation and ownership, projects are integrated into local development plans where they exist. Pending evaluation of a small pilot project, WFP will also contribute to a demobilization programme of the Royal Cambodian Armed Forces.

The three-year project would require WFP to provide a total of US\$58,301,454, including US\$35,991,957 in food costs.

## Draft Decision

The Board approves PRRO Cambodia 6038.01—Food Aid for Recovery and Rehabilitation (WFP/EB.3/2000/8-B/4).



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## CONTEXT AND RATIONALE FOR PROVIDING ASSISTANCE

### Context of the Crisis

1. Cambodia is emerging from 30 years of warfare and mass displacement. Much of the population of 12 million remains vulnerable to economic threats posed by unequal access to goods, basic services, education, employment, income opportunities and, in many areas, food. The poor purchasing power and remoteness of the majority of the population, who live in rural areas, exacerbate food insecurity. The border areas, in particular, remain fragile as previous rebel strongholds are brought into the mainstream political economy.
2. National social welfare systems are extremely depleted. The country has a Human Development Index of 0.509 (UNDP Human Development Report, 1999), one of the worst in Asia and even lower than what should be expected for a country with a per capita income of US\$268.<sup>1</sup> More than 40 percent of the rural population live below the poverty line.
3. With the defection or arrest of the remaining Khmer Rouge forces and the launching of a new coalition Government following the tumultuous 1998 national elections, political tensions have eased. Cambodia regained its seat at the United Nations in December 1998 and was formally admitted to the Association of Southeast Asian Nations (ASEAN) in April 1999. The economy is stabilizing, almost all refugees and internally displaced persons (IDPs) have been resettled within the last year, and communities are being rebuilt. There is now access to the former strongholds of the Khmer Rouge and this facilitates reconciliation efforts. Post-war stability has seen the swift establishment of farming and trading in rural Cambodia, although some outlying areas remain inaccessible. Cambodia still counts among the most heavily land-mined countries in the world.
4. From providing primarily relief assistance in the early 1990s, WFP moved increasingly to village-based food-for-work (FFW) assistance in targeted areas, which in 1999 absorbed 82 percent of distributed food. Rural roads, schools and health centres have been constructed or rehabilitated and land cleared for resettlement. In order to enhance agricultural yields, irrigation facilities, dikes, dams, ponds, water gates and canals have also been rehabilitated or constructed. Emergency feeding and social support for vulnerable groups have absorbed the remaining 18 percent of WFP's assistance.
5. WFP currently reaches 1.5 million beneficiaries per year, providing an average of one-and-a-half months of basic food needs per beneficiary. The two-year PRRO 6038.00 (1999-2000) delivered some 75,000 tons. Projected food needs for the current PRRO expansion are 113,550 tons over three years.

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<sup>1</sup> Ministry of Economy and Finance, Royal Government of Cambodia, 1999.



## Situation Analysis

6. Food insecurity is geographic and household-specific rather than national. Although average rice consumption per person per year is estimated at 151 kg, the amount varies considerably from one person to another, with the poorest consuming more rice with minimal dietary diversity. FAO/WFP crop and food supply assessments show a gradual annual increase in total paddy harvest (wet and dry season) each year since 1994. Yet, 85 percent of the rice surplus is produced by only 25 percent of the rice-growing communes, representing less than one fifth of the country's population. Even within the five surplus rice-growing provinces analysed by a 1998 WFP crop survey, 17 percent of communes suffered from significant rice deficits (greater than three months' consumption deficit). Rice prices increase considerably during the pre-harvest season from July to December of each year, and most poor families are in constant debt.

## Government Recovery Policies and Programmes

7. In line with the declaration of the 1995 World Summit for Social Development, the Government has announced poverty alleviation as its most important goal, though allocation of public investment is still weak. For instance, Cambodia spends less than 3 percent of its gross domestic product (GDP) on health and education together, most of which goes towards salaries and operational costs. Furthermore, it is difficult to track actual disbursements—as opposed to allocations—on basic social services. However, in line with the World Bank Structural Adjustment Credit and, as noted at the May 2000 Consultative Group meeting in Paris, streamlined and decentralized budget management for the implementation of priority action programmes for health and education is being established to help reconstruct dismantled social service systems, and improve their coverage and quality. The content and implementation of the new Poverty Reduction Strategy Paper (PRSP) and the Second Five-Year Socio-Economic Development Plan, on which work has begun, are expected to further strengthen these plans.
8. The capacity of the national and local Government remains extremely limited. Roughly 160,000 civil servants receive an average of only US\$20 a month and absenteeism is rife. As part of the reform package, which is now under way and achieving some success, the Government is committed to fighting against corruption and impunity as well as against poverty and the spread of preventable diseases. Substantial private and public investment has yet to take place, though an International Monetary Fund (IMF) Enhanced Structural Adjustment Facility was approved in October 1999 to hasten reforms in the public sector including fiscal management reform, civil service restructuring and military demobilization.
9. The Government coordinates and contributes, together with a variety of donors, to commune and provincial level capacity-building to manage decentralized rural planning and development. The Government has recently adopted a national policy for decentralized rural development planning, called the *seila* (foundation stone) process—developed with UNDP and bilateral funding. *Seila* is indeed becoming the cornerstone of WFP's quest for increased community participation and ownership. Preparation and execution of the important forthcoming commune elections will test the viability of the Government's decentralization efforts.
10. Expenditure on defence and security is considerably higher than that on economic and social services combined. The Government's draft White Paper on Defence anticipates the downsizing of the number of soldiers in the Royal Cambodian Armed Forces by one third by 2003. Reducing the military payroll is presented as a "peace dividend", an opportunity to release scarce resources to development. A pilot scheme was launched in 2000 for the



demobilization of some 1,500 soldiers in four provinces, including special target groups such as chronically ill, over-age and disabled former combatants. WFP has been requested to assist with the full-scale programme—the demobilization of a further 10,000 soldiers each year between 2000 and 2002.

11. A United Nations Common Country Assessment (CCA) was prepared in October 1998 and a United Nations Development Assistance Framework (UNDAF) document, 2001-2005, has been developed. The activities of the United Nations system organizations in Cambodia for the next five years will be concentrated in the following four areas: a) governance, peace and justice; b) poverty reduction; c) human development; and d) sustainable management of natural resources. WFP participates actively in the UNDAF process.

## Rationale

12. Recent recovery trends include, *inter alia*, relative political and social stability, a partial return to a functioning cash economy, the settlement of hitherto transient population groups and their gradual social reintegration and increasing responsibility assumed by government bodies. WFP's response to this has been to identify and develop a better understanding of increasingly diverse beneficiary groups, create a greater number of productive assets, and increase participation, together with linkage with complementary donor programmes. However, in many of WFP's targeted population groups, food security remains extremely precarious, as underscored by poverty and malnutrition indices.
13. WFP is the only international agency with a countrywide coverage, working in targeted communes or social support activities in all of the 24 provinces/municipalities. It not only provides a food-based safety net for the chronically and transient poor, but it also—through its geographical presence and unique data on poverty at the commune and household levels—acts as a forerunner of and advocate for future development interventions. By mid-2000, major international institutions such as the World Bank and the Asian Development Bank were still at the planning stage for substantial interventions and bilateral donors remained cautious.
14. In the interim period, the PRRO will effectively lay foundations prior to more regular development assistance by creating and protecting primary assets, preventing and mitigating the worst effects of food insecurity, and building human capacity. Most importantly, WFP's presence within the most food-insecure communes attracts further investment and complementary inputs from NGOs, other United Nations agencies and some bilateral donors. The mid-term evaluation of PRRO 6038.00 in January 1999 concluded that “in this post-conflict period, greater diversity of projects and a more sustained presence in target communes are recommended. Capacity-building of staff and partners is a key to full recovery; WFP should further support the process of decentralization and commune-level institutional building implemented by the Government”.<sup>2</sup>
15. Development actors in Cambodia agree that food aid is vital during the transition period when interventions across the whole spectrum from relief to development are anticipated. WFP will place particular emphasis on the two- to three-month “hunger gap” prior to harvest. It is during this period that the vulnerable resort to unsustainable coping strategies in order to cover their food needs (sale of assets, high-interest debts, etc.). Furthermore, many remote communities are only just settled, new “reconciliation” areas just opening,

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<sup>2</sup> WFP/EB.2/2000/3/6.



and rural markets barely established. A three-year expansion (January 2001-December 2003) with increased geographical and socio-economic targeting will be required in order to consolidate progress achieved to date.

## RECOVERY STRATEGY

### Beneficiary Needs

16. The major causes of food insecurity and malnutrition among certain population groups within Cambodia are:
  - inter-district and household production/consumption variations, combined with poor marketing infrastructure, poor access and lack of purchasing power; substantial (illegal) exports of grain to neighbouring countries;
  - low agricultural productivity caused by poor use of technology and lack of access to quality seeds, fertilizers, irrigation and credit;
  - limited rural off-farm income opportunities and poor prospects for seasonal rural-urban migration;
  - high interest rates for cash and in-kind debts, with poor farmers selling major proportions of their produce immediately after harvest to repay debts;
  - declining access to common property resources (forest and fisheries);
  - uncertainty of land tenure leading to low investment and forced take-overs;
  - recent displacement and constant exposure to land-mines/unexploded ordnance;
  - highly vulnerable population groups with no access to social assistance (high percentage of households headed by women, orphans, handicapped, etc.);
  - lack of dietary variety and poor access to adequate food with a high rate of malnutrition in children;
  - poor access to quality health services and education;
  - the highest incidence of tuberculosis in Southeast Asia (300 per 100,000); and
  - the fastest growing HIV/AIDS infection rate in Southeast Asia.
17. Incomes for many rural households have fallen as a result of a steady decline in rice prices and in access to common property resources. A recent increase in the extent of landlessness (13.8 percent of households in a recent OXFAM survey of over 100 villages) and land take-overs in newly settled areas has further reduced rural populations' access to food. Although there are no legal constraints to secure equal title to land for men and women, the latter are more vulnerable to threats and intimidation from those who are depriving farmers of their land.
18. Low agricultural productivity and a lack of alternative income opportunities have caused chronic indebtedness, a serious problem for the rural poor. Rice loans incur up to 200 percent interest, resulting in a relentless cycle of impoverishment. In WFP-targeted communes, an average of 30 percent of families were in debt for daily needs dating back more than three months of the previous year. For some, the only options are to sell essential assets such as draft animals and land; work in land-mined areas; or migrate in search of employment.



19. Restricted access to equally paid employment and subsistence agriculture increases the vulnerability of poor women in particular. Women constitute 53 percent of the active labour force, yet earn an average of 30 to 40 percent less than men. Women also head more than a quarter of Cambodian households, one of the world's highest proportions. Although there are no major cultural, religious or attitudinal constraints to the participation of women in productive work, WFP surveys show that single young women with dependants and elderly women remain the poorest members of a community and benefit least from paid work.<sup>3</sup> Their particularly poor access to formal or non-formal education (school enrolment of males is double that of females by the age of 15) further inhibits vocational choices for women.
20. Access to formal and non-formal education is limited, particularly in rural areas, with girls and women being most affected. The literacy rate at 15 years of age and over is estimated at 68.7 percent, with 58 percent for women compared with 81.8 percent for men. Primary education is marked by high repetition and drop-out rates, with over 40 percent repetition of grade one for both boys and girls and less than 40 percent of girls completing primary education.
21. For children under 5 national stunting rates stand at 56 percent, underweight levels at 52 percent and the wasting rate is 13 percent. Cambodia faces a national nutritional crisis. With as many as 80 percent of rural children suffering from anaemia, the need for improved consumption at the household level is critical. WFP's only development project for Cambodia—quick action project 6188.00 Supplementary Feeding of Mothers and Young Children in Food-insecure Areas—whose activities are fully integrated with partners' community development projects—seeks to address the underlying causes of malnutrition.

### **The Role of Food Aid**

22. Labour-intensive community-based FFW, the main component of the PRRO, addresses chronic/transient hunger by providing food when and where it is needed. Food aid in this case offers local employment opportunities to participating women and men, and creates village-level physical assets. Most importantly, however, food aid fills the “hunger gap” between transplanting and harvest of the main rice crop, when grain prices are highest and incomes at their lowest in rural areas.
23. A relatively new role for food aid under this PRRO is to provide needed dietary supplements to vulnerable families participating in village-based social support activities. In this case, food aid is used as: a) a catalyst for establishing small-scale human development initiatives; b) a means of reaching marginalized families unable to participate in FFW; and c) a way of enabling participants to invest in training and education. Food aid also provides an incentive for continued participation in rehabilitation initiatives.
24. WFP continues to offer means of food-based income and employment in areas where reconciliation efforts continue. Food serves as a safety net during the protracted transition to peaceful settlement and in many cases provides the first line of civil government access to isolated and insecure areas.

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<sup>3</sup> WFP Gender Research Project – When the poor are also “Mae Mai”—Analysis of opportunities and constraints in WFP food-for-work projects across Gender Groups, May 2000.





## Programme Approaches

25. The PRRO expansion will place greater emphasis on sustained WFP presence and on the diversity of projects, mainly in remote, highly vulnerable, low-potential areas. Gender sensitivity is a prerequisite for WFP assistance, which will also incorporate the two programme components of advocacy and capacity-building within all planned activities. WFP will adopt a holistic programme approach by applying three interrelated methods (see map in Annex D):

- **An Integrated approach** in targeted commune clusters that offers a comprehensive package of recovery activities, including FFW schemes complemented by WFP-assisted social support projects for particularly vulnerable people (e.g. young single mothers, handicapped persons and the elderly). Furthermore, benefits accruing to one set of villages add to those of another (e.g. cluster schools, market access (roads) and irrigation schemes);
- **Participation in commune development plans** through the government policy *seila*, the decentralized local planning process; and
- **Partnerships in rural development:** WFP will, in cooperation with the Government, expand links with effective partners, including United Nations agencies (especially UNDP, UNICEF, IFAD, FAO, WHO, United Nations Population Fund (UNFPA) and ILO), as well as the World Bank, Asian Development Bank, European Union (EU), Kreditanstalt für Wiederaufbau (KfW), German Agency for Technical Cooperation (GTZ) and NGOs in areas where integrated rural development projects are planned during the period of this PRRO.

## 📌 Risk assessment

26. Assumptions underlying the PRRO are that there will be:

- no drastic increase in vulnerability levels of populations dependent on forests and fish;
- no major political upheavals;
- continuation of major efforts towards decentralization (commune elections in 2001), reconciliation and budgetary reforms;
- government commitment towards poverty reduction, leading to social support systems;
- successful implementation of the downsizing of the civil service and army, and continuing efforts to absorb retrenched veterans;
- a continuation of international development funding, which will begin to have discernible effects on strengthening the Government's weak technical capacity; and
- no catastrophic climatic events requiring a major re-orientation of WFP assistance.

## Objectives and Goals

27. In line with WFP's Mission Statement, the broad goal of the PRRO expansion is to sustain food security for the hungry poor through targeted interventions in post-conflict Cambodia. The objectives are to:

- provide additional income and temporary employment in rural and urban areas through building and rehabilitating essential assets;
- enhance systems of social support for poor and disadvantaged people;
- support national emergency preparedness and response;



- advocate for the needs and rights of the food-insecure poor population; and
- build capacity for enhanced ownership and empowerment.

## IMPLEMENTATION PLAN BY OBJECTIVES

### Key Programme Components

28. The PRRO expansion anticipates an overall greater concentration in those geographical areas identified by WFP as the most food-insecure. Here, income-generating projects based on food for work will be combined with commune-based social support activities, thereby increasingly targeting the most vulnerable. Participatory planning with the communes concerned will be enhanced and ownership ensured. This integrated approach builds on preceding efforts to improve food security in the most vulnerable areas, integrates infrastructure measures into a regional pattern and enables building of local social safety schemes, while at the same time preparing for an exit strategy for relief and a phasing-in of future development programmes. This is further enhanced through intense networking, exchange and collaboration with other agencies and the Government. The key programme components aim to:

- ***Provide additional income and temporary employment in rural and urban areas through building and rehabilitating essential assets:*** Both newly opened “reconciliation zones” previously cut off from the mainstream economy and chronically food-insecure areas (usually in a cluster of communes) will be targeted. Efforts will be made to ensure that WFP projects are integrated into local development plans where these exist.
- ***Enhance systems of social support for poor and disadvantaged people:*** Food aid will be used to help communities cater for their most vulnerable members. For those too poor or ill to participate in normal income/employment activities, alternatives will be identified to assist them. The local social support schemes will thus be elaborated with strong community participation to guarantee ownership and could contribute to any national social development policy. Furthermore, social support is strengthened through the work of organizations assisting marginalized vulnerable people at critical times in their lives. Based on clear criteria, food aid serves here to support and enhance the organizations' activities. In some cases, food aid is a straightforward nutritional supplement; in others, it is a contribution to greater self-reliance through basic education, skills enhancement and training.
- ***Support national emergency preparedness and response:*** The PRRO will retain a flexible response mechanism through a contingency reserve to prevent and mitigate situations of acute food insecurity caused by short-term emergencies. These may be caused by natural disasters (usually flooding or drought), or by internal conflict. The Vulnerability Analysis and Mapping (VAM) Unit monitors the levels of the Mekong River and tributaries each year and prepares a flood contingency plan with the Ministry of Rural Development. In addition, WFP will contribute to a demobilization programme of the Royal Cambodian Armed Forces, if a small pilot project to this effect is evaluated positively in 2000.
- ***Advocate for the needs and rights of the food-insecure poor population:*** The aim of this component is to promote a rights-based approach to food aid and to sensitize all stakeholders in this respect. WFP's extensive geographical presence and unique



information database will enable it to develop, with the Government, innovative national food security and safety net policies and strategies.

- ***Build capacity for enhanced ownership and empowerment:*** Building the capacity of government line ministries and civil society in Cambodia is the central pillar of an effective recovery strategy. Because of decades of limited and interrupted education in-country, capacity-building of counterpart staff is an important step in moving towards a localized programme. As a key component for increasing ownership and empowerment, WFP will help develop the Government's capacity to plan on a decentralized basis, invest resources and manage WFP-supported projects.

## Beneficiaries

29. The annual number of beneficiaries is expected to decrease from 1.6 million in 2001 to less than 1.2 million in 2003 as a result of expected gradual improvements in the overall food security situation in the country. Such improvements are projected from positive trends in economic growth, continued increases in food production and marketing structures, and increased activities by both the Government and development agencies. The number of people in need of food aid is based on the following observations:

- The FAO analysis (Country Nutrition Profiles) in 1999 showed Cambodia with a per capita dietary energy supply (DES) of 1,979 Kcal, the lowest in East Asia. The FAO/Ministry of Agriculture analysis of percentage of population below the recommended DES level for 1990-92 was 29 percent, while in 1969-71 it was as low as 13 percent.<sup>4</sup> Current crop production figures indicate an increase to levels experienced before 1970. Using these data, the number of people below the recommended DES in 2000 would be approximately 1.6 million.
- Analysis by UNDP/Ministry of Planning of a nationwide socio-economic survey indicates that 20 percent of the people lived below the food poverty line in 1998.<sup>5</sup> Given the optimistic assumption of a 5 percent decline as a result of economic development, 15 percent of the projected national population (estimated to reach 12.6 million by 2002), or 1.9 million persons will be below the food poverty line.

30. In order to identify beneficiary groups qualifying for WFP assistance, the country office VAM unit, established in 1996, continuously assesses the population's coping abilities and risks of food insecurity. These assessments are based on a series of indicators that include crop production figures, landholdings, income-generating opportunities, assets held by individuals and communities, indebtedness, migration, access to basic services and markets, personal security and coping strategies. In order to identify the impact of factors such as drought, deforestation and poorly developed water resources on food security more precisely, Cambodia has been divided into food economy zones, based on land cover types, agricultural statistics and socio-economic survey data. Two of these zones—lowland rainfed and scrub/degraded forest—are prioritized by WFP.

31. PRRO activities concentrate on clusters of chronically food-insecure communes and communes only recently emerging from long-term conflict and isolation (reconciliation areas). The latter require particular attention owing to social isolation, poor infrastructure and services, and the presence of land-mines. The current programme's main focus is on rural areas, but efforts will be made to identify vulnerable groups for WFP-supported interventions in urban areas.

<sup>4</sup> FAO: ESN—Nutrition Country Profiles. Cambodia 1999.

<sup>5</sup> Ministry of Planning/UNDP Socio-Economic Survey of Cambodia 1997.



32. While FFW is largely self-targeting at community level, additional interventions will help particularly vulnerable households and individuals (e.g. the creation of ponds or vegetable gardens for households headed by women, special activities for the elderly, the handicapped, the under-employed and demobilized former soldiers, and income-generating possibilities for the landless). Local institutions and other social structures including women's organizations and pagoda committees will be involved in selecting interventions and beneficiaries.
33. The 1999 WFP Project Database confirms that almost 50 percent of the FFW workforce is female. Efforts are under way to encourage and enable the very poorest (often young females who are heads of households) to participate and benefit equitably from WFP assistance. Parallel schemes, such as support to childminders at WFP construction sites, are also being introduced during this PRRO.
34. The food requirement and estimated number of beneficiaries by component is detailed in the following table:

Food Requirement	2001		2002		2003		Total
	tons	%	Tons	%	tons	%	
Income generation	29 000	70	24 000	60	20 000	62	<b>73 000</b>
Social support	9 300	23	12 750	32	11 000	34	<b>33 050</b>
Emergency preparedness	3 000	7	3 000	8	1 500	5	<b>7 500</b>
<b>Total</b>	<b>41 300</b>	<b>100</b>	<b>39 750</b>	<b>100</b>	<b>32 500</b>	<b>100</b>	<b>113 550</b>

Beneficiaries	2001	2002	2003	Total
Income generation	1 350 000	1 120 000	930 000	<b>3 400 000</b>
<i>Female beneficiaries</i>	675 000	560 000	465 000	<b>1 700 000</b>
Social Support	194 300	297 300	178 400	<b>670 000</b>
<i>Female Beneficiaries</i>	102 950	157 350	98 600	<b>358 900</b>
Emergency preparedness	85 000	85 000	75 000	<b>245 000</b>
<i>Female beneficiaries</i>	41 500	41 500	37 500	<b>120 500</b>
<b>Total</b>	<b>1 629 300</b>	<b>1 502 300</b>	<b>1 183 400</b>	<b>4 315 000</b>
<b>Total Female beneficiaries</b>	<b>819 450</b>	<b>758 85</b>	<b>601 100</b>	<b>2 179 400</b>
<b>Percentage of female beneficiaries</b>	<b>50</b>	<b>51</b>	<b>51</b>	<b>51</b>

35. The FFW ration consists of rice, canned fish, Vitamin-A-fortified vegetable oil, and iodized salt. Each beneficiary receives, on average, 20 kg a year through community-based food for work. Food rations take into account the incentive value of the commodities, their acceptability, and the self-targeting aspect of the community projects. The daily income transfer to participants through food for work is estimated at 4,000 to 4,500 riels, equivalent to the daily wage for unskilled labour in rural areas. The rations for social support programmes are based on nutritional needs and are designed to ensure basic food intake in terms of energy, protein and fat. WFP's implementing partners contribute some complementary foods. The average daily ration provides 1,920 Kcal of energy, 37 grams of protein and 33 grams of fat.

### Selection of Activities

36. Food-based income- and employment-generation mostly takes place through FFW activities. **Community-based FFW** has four recovery aims. The first is to meet the immediate need of the food-insecure population for a food-based "safety net". PRRO activities will bolster income and employment opportunities in clusters of chronically food-insecure communes and in reconciliation zones. WFP will also support credit



schemes such as rice banks where there is demonstrable commitment and knowledge, usually promoted through other partners. Urban squatter communities, where destitution and chronic underemployment are rife, will benefit from short-term food-based employment.

37. The second aim is to add to the stock of essential infrastructure that contributes to accelerate the rural development process. Road improvement and maintenance are essential to market integration; water resource development (dykes, dams, canals) results in higher production including the possibility of dual cropping; horticulture and fish ponds diversify income sources; and sanitation projects are an essential health measure. WFP will increasingly link FFW construction projects with technical assistance from other donors.
38. In line with recommendations from the 1999 FFW technical assessment, WFP will introduce a low-level road maintenance agreement with beneficiary communities for a two-year period to increase the durability of laterite roads constructed through FFW. Community-based FFW activities—implemented with the Ministry of Rural Development's Provincial Departments for Rural Development (PDRD)—will incur non-food costs for construction materials for drainage and road surfacing, and tools for excavation and building. WFP has signed a Memorandum of Understanding (MOU) with the World Bank-funded Social Fund of the Kingdom of Cambodia (SFKC) for the provision of non-food inputs such as culverts, bridges and water gates at no cost to WFP.
39. The third aim is to provide a focus for community participation and planning. During 2000 WFP has collaborated closely with the Government's decentralized *seila* process through which Commune Development Committees (CDCs) plan resources from WFP and the Local Development Fund. All resources, cash or food, require a local contribution. In dialogue with the *seila* process, WFP has developed a system in which the CDC raises a local contribution in the form of paddy rice to be used to meet food needs identified by the community.
40. The fourth aim is the promotion of reconciliation and social integration of demobilized soldiers and resistance forces, former IDPs and returnees. WFP's own survey of these populations shows that over 40 percent have been either soldiers or ex-soldiers over the last ten years. Integration of formerly isolated groups and resistance forces into mainstream Cambodian society is therefore extremely important for peace, stability and future development. Social cohesion is a primary goal identified through the UNDAF process.
41. Activities under the **Social Sector objective** will serve key groups of socially disadvantaged persons nationwide, addressing social and personal crises and building human capacity through support for education and training. Development organizations with a proven track record will be selected and, where possible, priority given to initiatives in WFP core areas. Interventions include the areas of development of human resources (basic education, skills training, adult literacy and teacher training), health support (assistance to tuberculosis and leprosy patients in national treatment programmes, reproductive health education and community outreach activities), and social assistance (support to vulnerable groups including street children, amputees receiving assistance in prosthetics centres, orphans and other vulnerable persons identified by the partner agency).
42. The prime aim is to address specific deprivation in urban and rural areas resulting from homelessness, sickness, disability, lack of access to education and health care, or violation of human rights. For partnerships with implementing partners such as NGOs, government and commune committees, WFP has developed selection criteria placing the emphasis on: i) women and children unable to access education and regular employment; ii) nutritional supplements for those under a strict health regime (tuberculosis and leprosy), those suffering particular deprivation (squatters, street children, the elderly living alone) and





abuses (former commercial sex workers); iii) the extent to which the project is linked to other recovery activities (childcare for FFW participants, family reintegration of former child sex workers); and iv) the quality (verified through a reporting system) and funding viability of the implementing agency.

43. Through an outreach programme with the Ministry of Women's and Veterans' Affairs (MOWVA) and the Ministry of Education as well as NGOs, WFP will provide daily meals to those engaged in vocational training and basic education schemes. In 2000, this sub-sector accounted for 14 percent of WFP's social support food allocation. WFP will also support female volunteer motivators under the MOWVA (UNFPA-assisted) Reproductive Health and Community Outreach Programme, which reaches some 170,000 women each year.
44. In Takeo Province, WFP in 1999 joined the World Bank-supported Education Quality Improvement Project (EQIP) of the Ministry of Education, Youth and Sports (MOEYS) in a school feeding initiative supporting 64 primary schools in the province. By providing children with one meal a day (breakfast), girls' and boys' access to basic education is increased, together with retention and achievement. The entire costs of providing the meals, apart from WFP provision of rations, are borne by the community. The mid-term evaluation of the PRRO and the subsequent WFP/UNESCO appraisal mission recommended that this initiative be continued in cluster schools where additional inputs from EQIP/MOEYS or other primary education, health, and community support programmes are available, in order to bolster the Government's community-based reconstruction of the basic education system. It is anticipated that these programmes will guide future development of national strategies for "Education for All" as pledged by the Government. The pilot should be evaluated before the school feeding activities are transferred into a separate project.
45. WFP will continue to support the National Tuberculosis Programme of the Ministry of Health's Centre National pour la Tuberculose (CENAT), in cooperation with WHO and with technical assistance from the Japanese International Cooperation Agency (JICA). Tuberculosis remains a major health threat in Cambodia, with an estimated prevalence rate of 300 cases per 100,000, the highest in the Southeast Asia region. WFP food serves as both a nutritional supplement and as an incentive to complete the treatment. WHO and the Ministry of Health report a cure rate of 92 percent among those benefiting from food aid.
46. Vulnerable persons feeding will benefit women victims of domestic violence, children working on urban rubbish dumps, temporarily sheltered street families, clients of drop-in and crisis centres and rescued/former commercial sex workers and others. The range of activities includes the provision of accommodation, counselling, education and skills training. WFP will also give temporary assistance to young persons reintegrated into their families.
47. The third objective relates to the support of national **emergency preparedness and response**. Activities include: i) responding rapidly to assessed food aid needs; and ii) helping the Government to provide timely first-hand information on emerging disasters to all assistance agencies. It is an advantage that WFP staff are based in nine provincial sub-offices. WFP participates in two relevant bodies: the Government's National Committee for Disaster Management and the Emergency Response Group, comprising the Cambodian Red Cross, United Nations agencies and NGOs.
48. The demobilization exercise by the Royal Cambodian Armed Forces, coordinated with assistance from the World Bank and involving a number of bilateral and multilateral donors, has started in 2000. Depending on the level of complementary donor funding, WFP will consider continuing to contribute to the demobilization package for the demobilized



soldiers. Immediately after their demobilization, 30,000 ex-soldiers—including special target groups such as chronically ill or over-age combatants and the disabled—will receive take-home rations. After their demobilization, resettled soldiers and their families will benefit from regular WFP programmes in their villages if needed.

49. In order to advocate effectively and actively for the needs and rights of the food-insecure poor population, an **advocacy strategy** will have to be developed (fourth objective). This requires greater awareness and training of staff and partners in non-discriminatory rights to food, productive resources, education, gender equity and participatory development. The first stage will be to define a policy framework compatible with the WFP Cambodia programme—a mission statement based on the 1996 World Food Summit food security concerns, as well as on WFP's Commitments to Women. This will be disseminated together with the increasing knowledge base on vulnerability targeting. Implementing partners will be required to adhere to, and actively promote, transparent project criteria based on this framework. WFP will also work closely with government authorities to incorporate and consolidate these principles at all levels.
50. Many WFP recovery projects relate not only to short-term food interventions but also to longer-term asset creation. The issue of legal rights and access to land, forests, fisheries, educational and health facilities and durable shelter is an important factor in ensuring ownership. To enhance ownership, WFP will seek financial and personal inputs from beneficiary communities as well as from district/provincial government authorities. Finally, the effectiveness of food security advocacy will depend on strengthening coordination and information exchange between United Nations agencies so that a “common platform” on food security evolves.
51. WFP plans to host a national conference on Food Aid and Security to set a national agenda for the recovery process as a whole and develop a related advocacy strategy that includes, *inter alia*, a policy framework, a knowledge base on vulnerability, partnerships, and addresses ownership. Other important activities are to follow up the resolutions on national, community and household level actions of the first National Seminar on Food Security and Nutrition as well as provide inputs to the regular Donor-Government consultations, at which WFP chairs the Food Security Working Group. WFP participated in and contributed towards the first National Conference on Gender and Development in Cambodia in 1999.
52. Finally, the fifth objective relates to **capacity-building**. Building the capacity of government line ministries and civil society in Cambodia is the central pillar of an effective recovery strategy (see subsections on key programme components and capacity-building). A training plan is being developed based on an extensive skills inventory and needs assessment of counterpart and local staff, which will focus on enhanced project management, participatory approaches and strategic planning.
53. The VAM unit will continue its series of training courses and workshops with seven counterpart ministries in food security analysis, targeting the Geographical Information System (GIS), mapping and statistical analysis, with a view to handing over management of (and equipment for) these functions before the end of the three-year PRRO.

### Activity Approval Mechanism

54. **FFW activities:** Each target commune list is discussed and approved with the line ministries through the Provincial Rural Development Committee and each community is informed of its annual food allocation. Where CDCs exist, the *seila* or a similar planning process is followed; where CDCs have not yet been established, a project committee is set up. The committees assess the needs and plan the allocation with the community.



Guidelines give maximum food rations. For roads, canals and fish ponds standard work norms are calculated according to the volume of earth moved; for other projects (such as building, land clearance, horticulture and tree planting) specific work norms are established. Daily activity is supervised by the community. WFP monitors regularly visit the site to check on progress and technical quality. Upon completion, community leaders and the implementing partner assess the final output, which is also independently checked by WFP staff.

55. **Social Support activities:** With a WFP food allocation per province per year, a “Food Fund” will be established to which implementing partners can apply. Applications to the Fund will be considered according to specific criteria concerning beneficiaries and implementation strategies. An annual agreement, with quarterly reviews where necessary, will be signed by implementing partners. To encourage applications from fledgling bodies such as new CDCs, WFP field managers will actively promote the Fund and a variety of project options.

### Institutional Arrangements and the Selection of Partners

56. Apart from the Ministry of Rural Development’s PDRD which remains WFP’s key technical and implementing partner for FFW activities, WFP will cooperate with other ministries and their provincial departments. For example, in up to 16 provinces, MOWVA will be the counterpart for Women In Development vocational, legal and health training, women’s literacy and non-formal education (UNICEF-assisted) and associated childminding, day care centres, family economy development projects as well as a war-widows’ programme. This ministry will also be consulted for the development of new activities complying with the Enabling Development policy in favour of destitute girls and women. The Ministry of Education, Youth and Sport is the counterpart for basic education initiatives.
57. *Seila* has been adopted by the Government as national policy for rural development planning and is to be expanded. The model was developed in a UNDP Office for Project Services-funded rural development and planning programme formerly known under the acronym CARERE. Decentralization is ongoing and will add more relevance to the *seila* process—the Government plans to hold commune level elections in 2001 and to implement a commune administration law that would create Commune Councils with authority to raise revenue, receive funding and manage local development. Already, CDCs establish a plan that identifies needs and resources and determines local contributions towards sustainable development initiatives in their areas. The Commune Development Plan is then integrated into the Provincial Development Plan, authorized by the Provincial Rural Development Committee. WFP and partners will increasingly work through these structures in identifying participatory projects requiring food aid inputs. Since August 1999 WFP has provided a food allocation to CDCs in four north-western provinces, to be programmed by the committees themselves, following the *seila* model. In 2000, there will be a joint WFP/UNDP/government evaluation of WFP’s collaboration with *seila* in anticipation of its expansion from 7 to 12 provinces.
58. WFP will rely on managerial, technical, and financial inputs from separately funded project partners where available. MOUs have been signed to establish close cooperation within the tripartite Ministry of Rural Development/KfW/WFP Tertiary Road Improvement Project (TRIP) and with the World Bank-financed SFKC. Other partners will include those who run various large integrated rural development programmes, such as UNICEF’s Community Action for Child Rights in five provinces; the European Union’s Support Programme for the Agricultural Sector in Cambodia (PRASAC) in six





central/eastern provinces; GTZ's projects for Integrated Food Security and Provincial Development with IFAD support in two provinces; the Asian Development Bank-supported Irrigation Scheme Rehabilitation in Stung Chhinit; and the NGO Partners for Development's programme in two provinces.

59. In early 2000, WFP worked with over 100 Cambodian and international NGOs, mainly assisting social support activities. Most of these organizations' programmes utilize only very small quantities of food aid. Several sizeable programmes are undertaken with NGOs that have an international Memorandum of Understanding with WFP, including CARE, Lutheran World Federation, Adventist Development and Relief Agency (ADRA) and World Vision International. Under this PRRO, WFP will continue to work with NGOs that are officially recognized by line ministries and that guarantee complementary management, monitoring and financial support. Direct cooperation with line ministries will be further developed.

### Capacity-building

60. Capacity-building as a cross-cutting objective aims to improve capacities and enables the transfer of responsibilities. A comprehensive skills inventory and training needs assessment of WFP and counterpart staff has been established in order to strengthen WFP operations. Based on this, a framework for staff training, the selection of trainees and appropriate subject areas will be set up (see subsection on key programme components). With their historically limited managerial, technical and financial capacity, the Government's line ministries—in particular the Ministry of Rural Development at national level and its PDRD—will continue to depend on substantial support to retain competent counterpart staff. A total of 106 staff from the ministry are currently assigned as WFP programme counterparts at provincial level and are provided with training and salary supplements for monitoring and evaluation functions. WFP will encourage the secondment of staff from other ministries, such as the Ministry of Women and Veterans' Affairs, and the Ministry of Education, Youth and Sport, to take on increased responsibilities at provincial levels.
61. WFP's nine sub-offices covering the 24 provinces/municipalities are managed entirely by national staff (an average of five staff per office). Between 1997 and 2000, the percentage of female field staff in the WFP country office increased from 15.7 percent to 37 percent, the long range goal being full parity for the national level staff, as expressed in the country office Gender Action Plan.

### Logistics Arrangements

62. A countrywide network of 13 warehouses has been established. WFP currently has the capacity to transport commodities from the port to the central delivery point (CDP) by road or rail; from the CDP to the extended delivery point (EDP) by road, rail and barge; and from the EDP to the final delivery point (FDP) by road. The WFP country office has one international logistics officer and six national staff within the unit responsible for overall management of commodity movements, reporting and local purchases. Secondary transport (EDP-FDP) will be through the expanding Cambodian commercial transport sector. Food will be distributed to approximately 650 FDPs from the CDP and EDPs. Social support food allocations will be delivered typically on a quarterly basis.
63. Local procurement targets from 2001 onwards are an estimated 12,000 tons of rice and 335 tons of iodized salt per annum, based upon donor support. This will have a positive impact on the local economy, with substantial savings on the costs of international transport and handling.



64. WFP will maintain regular training for logistics warehouse staff in warehouse and stock management, including post-c.i.f. loss management. Standardized reporting forms and procedures will be further refined and implemented.
65. To date, the Government has not been able to provide a share of the land transport, storage and handling (LTSH) costs for commodity movements. However, WFP is negotiating to have port storage and management fees waived. Negotiations will also be initiated to try to secure the Government's agreement to provide WFP with free government-owned warehouses.

## Monitoring and Evaluation

66. Much of WFP's current monitoring system is related to process—inputs, outputs and quantitative databases that track food ration allocations, participants and beneficiaries. By the end of 1999 baseline data from three comprehensive surveys was analysed and used for targeting purposes. Through refining and further building on this data, the PRRO expansion will put greater emphasis on measurement of the short- and long-term effects of projects and the extent to which it is possible to measure results.
67. Within the PRRO, using existing baseline data and improved monitoring arrangements, medium-term outcomes will be assessed and quantified using the following information sources:
  - a project database, with regular consolidated reports to track the progress of the programme, including the commitment of food rations, the number of participants and beneficiaries, gender equity, the completion of infrastructure, mapping coordinates, and the origin of food by donors;
  - two detailed baseline surveys and a survey on gender issues, conducted in 1998 and 1999, helpful for assessing the current situation of target populations and characteristics of vulnerability, food insecurity, beneficiary profile and programme participation;
  - vulnerability assessments in the communes and several ad hoc surveys on issues ranging from traffic analyses on FFW-constructed roads to the changing conditions in reconciliation districts;
  - an annual technical review of the quality of infrastructure built through food for work;
  - a food security and anthropometric survey started as a government-run project in 2000, combining data from WFP project areas, UNICEF project areas, and an array of secondary data from the 1998 National Census, biennial crop assessments, land-use surveys, the Demographic Health Survey (DHS), the Education Management Information System (EMIS) and the national micro-nutrient survey; and
  - various socio-economic surveys, to be used for tracking changes over time and for vulnerability assessment. This initiative includes monthly reporting and is implemented with WFP- and WHO-trained focal points in seven ministries.
68. Much institutional experience has been gained in collecting, managing and analysing this data. Follow-up studies of the baseline surveys will be conducted in 2001, and periodic surveys on perceived impact, beneficiaries' satisfaction and asset generation will be undertaken.
69. Simple, measurable indicators have been developed to gauge short-term effects (making up for seasonal shortages—the hunger gap) and long-term, sustained food security. These indicators will include food ration usage (and its appropriate level), change in coping



mechanisms and the use of generated assets (such as roads or irrigation infrastructure). WFP implemented over 2,400 separate FFW activities during 1999, including 1,000 separate road improvement or construction activities. A separate database has been established to measure road use in terms of quantities transported before and after construction. Additionally, FFW projects are geographically located with GIS coordinates. Social support activities will require a separate set of indicators, reflecting complementary goals (e.g. better health, education). For the small new urban component of the PRRO, specific indicators will be developed. Cross-cutting themes (gender equity, capacity-building) will assume greater importance in monitoring systems.

70. The WFP country office has prepared an monitoring and evaluation (M&E) workplan that outlines relevant indicators and quantitative targets, study designs and methodologies, a solid conceptual framework for data analysis, and specific staff responsibilities. This effort will continue in order to develop an overall M&E system complete with target indicators, training and regular monitoring.
71. Measuring the success of gender mainstreaming efforts in WFP-supported projects will continue to be an area of interest. Where the baseline surveys provide detailed health, nutrition and socio-economic information on women and children, the WFP Gender Research Project examines the specific effects of WFP food-for-work activities on households headed by women. Follow-up surveys are planned within the PRRO.

### Security Measures

72. Although agreements between the Government and former Khmer Rouge cadres have virtually eliminated military activity in the country, isolated incidents of armed banditry in some provinces persist. The large numbers of underemployed people and the reduction in the size of the civil service and armed forces may lead to increasing petty crime, especially in urban areas.
73. Meanwhile, almost all areas of Cambodia are now open to WFP travel. With Cambodia remaining in Security Phase One, which entails travel clearances, United Nations agencies share the cost of the United Nations Security and Communications Unit. Through a contribution of US\$30,000 per year (to a total of US\$360,000) WFP has use of a broad radio-communications network and overall security coordination.

### Exit Strategy

74. The three-year PRRO 6038.01 expansion is integrated into the programme cycle for United Nations agencies. It covers the first three years of the five-year UNDAF cycle, which also brings WFP in line with the Government's second five-year Socio-Economic Development Plan (2001-2005).
75. An exit strategy for WFP will involve incremental improvements in project self-management and some financial responsibilities in line with increased autonomy, particularly in local government. As the Government's Administrative Reform Programme (downsizing of the civil service) and Demobilization Programme begin to be implemented, funds from those salaries should be channeled into higher salaries for full-time civil servants. The formation of elected Commune Councils as administrative units of government with taxing powers will be accelerated; this, together with market and real estate taxation, should generate income for development, allowing donor funds for roads and other infrastructure to be proportionally reduced. WFP will monitor progress in each of these areas and press for greater local and/or national government contributions towards projects undertaken.



### **Contingency Mechanism**

76. A contingency provision of 1,500 tons a year for rapid response to short-term emergency and relief operations will be maintained under the PRRO. In the event of a national emergency, this provision would allow for an initial response pending the approval of an emergency operation (EMOP).

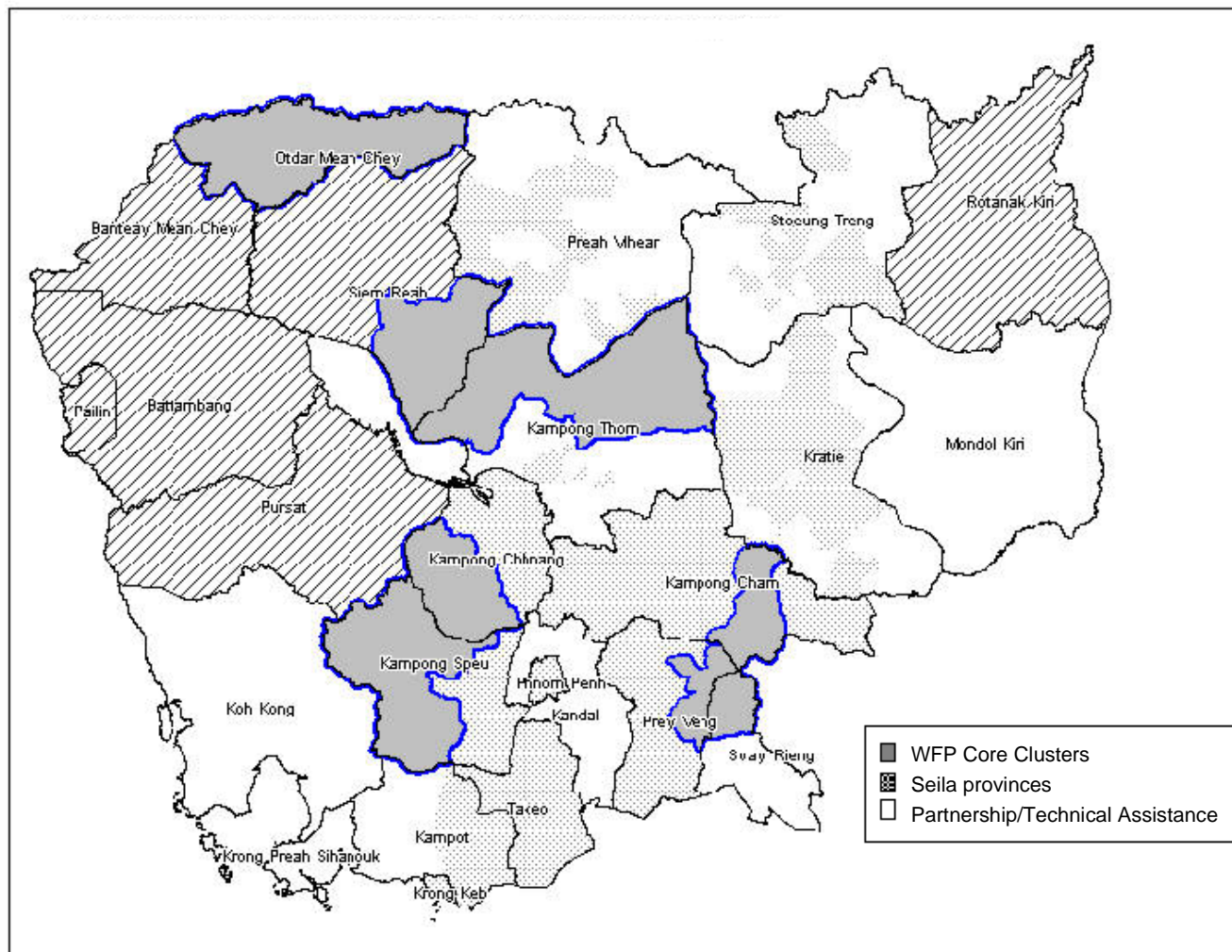
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### **RECOMMENDATION OF THE EXECUTIVE DIRECTOR**

77. The PRRO is recommended for approval by the Executive Board within the budget provided in Annexes II and III.



### WFP PROGRAMME PRIORITY AREAS PRRO 6038.01



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries



## ANNEX II

<b>PROJECT COST BREAKDOWN</b>			
	Quantity (tons)	Cost per ton (dollars)	Total Value (dollars)
<b>WFP COSTS</b>			
<b>A. Direct operational costs</b>			
Commodity <sup>1</sup>			
– Rice	100 797	207	20 873 667
– Fish	5 790	2 050	11 869 500
– Vegetable Oil	5 580	550	3 069 000
– Salt	1 383	130	179 790
<b>Total commodities</b>	<b>113 550</b>	<b>316.97</b>	<b>35 991 957</b>
External transport		31.32	3 512 970
– Landside transport			
– ITSH		58.00	6 585 900
<b>Total LTSH</b>		<b>58.00</b>	<b>6 585 900</b>
<b>Other direct operational costs</b>		<b>15.24</b>	<b>1 730 535</b>
<b>Subtotal direct operational costs</b>			<b>47 821 362</b>
<b>B. Direct support costs</b>			
<b>Subtotal direct support costs</b>		<b>55.14</b>	<b>6 261 620</b>
<b>Total direct costs</b>			
<b>C. Indirect support costs (7.8 percent of total direct costs)</b>			
<b>Subtotal indirect support costs</b>			<b>4 218 473</b>
<b>TOTAL WFP COSTS</b>			<b>58 301 454</b>

<sup>1</sup> This is a notional food basket used for budgeting and approval purposes. The precise mix and actual quantities of commodities to be supplied to the project, as in all WFP-assisted projects, may vary over time depending on the availability of commodities to WFP and domestically within the recipient country.



**ANNEX III****DIRECT SUPPORT REQUIREMENTS (*dollars*)****Staff costs**

International	1 511 500
United Nations volunteers	145 000
International consultants and SSA	56 500
National professional officers	342 000
Local staff and temporaries	1 728 000
<b>Subtotal</b>	<b>3 783 000</b>

**Technical support services and training**

Project preparation	33 750
Technical advisory services	332 250
Project monitoring and evaluation	276 830
Training	36 900
<b>Subtotal</b>	<b>679 730</b>

**Travel and DSA**

Blanket	82 770
In-country	396 550
<b>Subtotal</b>	<b>479 320</b>

**Office expenses**

Rental of facility	304 150
Utilities	104 715
Communications	184 075
Office supplies	107 835
Equipment repair and maintenance	18 815
Joint United Nations services	59 860
<b>Subtotal</b>	<b>779 451</b>

**Vehicle operations**

Fuel and maintenance	255 385
<b>Subtotal</b>	<b>255 385</b>

**Equipment**

Communications equipment	35 130
Computer equipment	54 400
Furniture and office equipment	33 045
<b>Subtotal</b>	<b>122 574</b>

**Other**

Advocacy	10 500
Security (UNSECOORD and staff costs)	121 660
Contingencies	30 000
<b>Subtotal</b>	<b>162 160</b>

**TOTAL DIRECT SUPPORT COSTS****6 261 620**



## LIST OF ACRONYMS USED IN THIS DOCUMENT

ADRA	Adventist Development and Relief Agency
ASEAN	Association of Southeast Asian Nations
CCA	Common Country Assessment
CDC	Commune Development Committees
CDP	Central Delivery Point
CENAT	<i>Centre national pour la tuberculose</i>
DES	Dietary Energy Supply
DHS	Demographic Health Survey
EDP	Extended Delivery Point
EMIS	Education Management Information System
EMOP	Emergency Operation
EQIP	Education Quality Improvement Project
EU	European Union
FDP	Final Delivery Point
FFW	Food for Work
GDP	Gross Domestic Product
GIS	Geographic Information System
GTZ	German Agency for Technical Cooperation
HDI	Human Development Index
IDP	Internally Displaced Persons
IMF	International Monetary Fund
JICA	Japanese International Cooperation Agency
KfW	<i>Kreditanstalt für Wiederaufbau</i>
LTSH	Landside Transport, Storage and Handling
M&E	Monitoring and Evaluation
MOEYES	Ministry of Education, Youth and Sports
MOU	Memorandum of Understanding
MOWVA	Ministry of Women's and Veteran's Affairs
PDRD	Provincial Department of Rural Development
PRASAC	European Union Programme for the Agricultural Sector in Cambodia
PRSP	Poverty Reduction Strategy Paper
SFKC	Social Fund of the Kingdom of Cambodia
TRIP	Tertiary Road Improvement Project
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
VAM	Vulnerability Analysis and Mapping

